

**HR Business Plan 2004/05
Draft**

Strategic objectives

- 1. Enhance the representation of the diverse groups of London within the extended police family of the MPS.**
- 2. Develop a professional and effective workforce with the required numbers and skills to support the delivery of operational priorities.**
- 3. Embed improved quality in the activity undertaken within the HR Directorate and corporate HR function.**
- 4. Enhance organisational flexibility and effectiveness by supporting the MPS with the management of major change programmes.**
- 5. Build a culture of safe and healthy working to maximise front line policing strength.**

N.B. All targets at this stage are initial planning assumptions and are subject to change.

Objective 1

Enhance the representation of the diverse groups of London within the extended police family of the MPS, considering gender, ethnicity, age, disability, religion and belief and sexual orientation.

Measures for 2004/05	Targets
Minority ethnic recruits as a percentage of all police officer recruits	15%
Minority ethnic officers as a percentage of total police officer strength	6.9%
Minority ethnic recruits as a percentage of total PCSO recruits	25%
Minority ethnic PCSOs as a percentage of total PCSO strength	25%
Minority ethnic police staff as a percentage of total police staff strength	19%
Female recruits as a percentage of all police officer recruits	30%
Female officers as a percentage of total police officer strength	18.7%
Female recruits as a percentage of all PCSO recruits	32%
Female PCSOs as a percentage of total PCSO strength	26%
Supporting activities	Lead directorate
a) Contribute to a more diverse workforce through the delivery of non-discriminatory recruitment and selection processes.	Recruitment
b) Informed by the analysis of monitoring data, and in conjunction with DOIT, develop and implement initiatives to increase the retention of under-represented diversity target groups within the workforce.	People Development
c) Respond to the implications of the Disability Discrimination Act by: <ul style="list-style-type: none"> • Implementing Home Office guidance on medical standards for new recruits. • Reviewing processes to ensure that police officers with disabilities are retained, wherever possible, in policing roles in their home B/OCU. • Reviewing promotion and selection process to ensure that police officers with disabilities are not unfairly disadvantaged • Ensure local HR managers are able to comply with the DDA and related MPS policies by providing appropriate support and guidance. 	Recruitment People Development People Development Services
d) Consolidate the support provided to staff support associations to better harness their collective potential to enhance organisational diversity.	Services
e) Evaluate the new Fairness At Work procedure to ensure it supports the management of diversity within the MPS, refining the procedure as necessary.	Services
f) Develop key policies that drive diversity forward, including Selection, Flexible Working, Keep In Touch Scheme, Leaving the Service, Dress Code, Study/Development Leave/Costs and Business Interests.	Services

Objective 2	
Develop a professional and effective workforce with the required numbers and skills to support the delivery of operational priorities.	
Measures for 2004/05	Targets
Total police officer strength	30,251
New police recruits (excluding transferees)	1,413
Number of experienced officers transferring to the MPS	284
PCSO strength ¹	2,300
PCSO recruitment ²	900
New recruits to Metropolitan Special Constabulary	375
Performance Development Reviews completed by 31 March 2005	100%
Supporting activities	Lead directorate
a) Assess and where necessary improve selection processes to contribute to the achievement of a professional and effective workforce.	Recruitment
b) Improve compliance on Professional Development Reviews and integrate PDRs into all selection and assessment processes.	People Development
c) Modularise and shorten driver training to achieve more throughput from less resources.	DTD
d) Embed the diversity training philosophy, when decided, into DTD-delivered training.	DTD
e) Design and manage an in-force assessment process for promoting new sergeants and inspectors, ensuring the processes are robust, fair and to the satisfaction of independent external verifiers, and for overseeing and monitoring the probationary period for sergeants.	People Development
f) Deliver a medium term pay strategy for police staff.	Services
g) Deliver an employee benefits package for police officers and staff within the first quarter of 2004/05; enhance corporate appreciation of the total MPS benefits package and clarify comparability with other career options.	Services
h) Identify and establish an effective means of retaining police skills, especially those in short supply.	Services in conjunction with People Development
i) Introduce, and monitor the effects of, a substance misuse policy for police officers and police staff.	Services
j) Deliver the first year of the corporate civilianisation programme, civilianising 188 category A and B posts.	Services
k) Support negotiations and implement the changes arising from the Superintendents and ACPO pay agreements.	Services
l) Develop and implement a deployment plan covering all police officers and police staff, including officers on restricted duties, probationers, PCSOs and communications officers, in a way that balances operational with individual needs.	People Development
m) Implement a career development strategy for senior police officers, including establishing a process for officers to apply to the new-style Police National Assessment Centre and creating a development programme for (B)OCU commanders.	People Development
n) Develop career pathways for police officers and staff.	People Development
o) Design and introduce an accelerated development scheme for police staff.	People Development

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Objective 3
Embed improved quality in the activity undertaken within the HR Directorate and corporate HR function.

Measures for 2004/05	Targets
Police recruit processing time	16 weeks
Number of policies reviewed and published on AskHR	
Supporting activities	Lead directorate
a) Consider fundamental improvements to the delivery of HR services to the MPS.	Strategy
b) Enhance customer care and internal processes.	Recruitment
c) Prepare for growth in recruitment of police officers and other members of the extended policing family as a result of Step Change.	Recruitment
d) Implement an e-learning approach on the current foundation training course for new recruits.	DTD
e) Move towards running training as a business by introducing training contracts to increase return on investment in training.	DTD
f) Further develop MethHR as a strategic business tool by: <ul style="list-style-type: none"> • Developing interface with payroll and Metduties • Working towards the implementation of MethHR phase 2 to incorporate enhanced functionality in respect of: positions, competency framework roles, PDRs, employee self service, training requests, line manager access, threshold payments, workforce planning and photo images. 	Services
g) Complete the reviewing and refreshing of all HR policies and publish them on the AskHR intranet site.	Services in conjunction with other constituent directorates within HR
h) Evaluate revised attendance management policy to assess its effectiveness, and identify and introduce any further refinements.	Services, People Development
i) Implement phase 2 of the workforce modelling tool and promulgate workforce planning and forecasting knowledge.	People Development
j) Develop HR capability for NIM-based Strategic Assessment, incorporating environmental scanning.	Strategy
k) Enhance the qualitative and follow up aspects of the evaluation model and review the list of functions covered.	Strategy
l) Improve communications, incorporating video streaming, internal newspaper and the intranet, and promoting the achievements of HR within the HR Directorate, the MPS and the wider world.	Strategy
m) Establish a quality assessment framework for the HR Directorate and corporate function, including the assessment of customer satisfaction.	Strategy

Objective 4**Enhance organisational flexibility by supporting the MPS with the management of major change programmes.**

Supporting activities	Lead directorate
a) Provide strategic HR support in the re-letting of the support services contracts for property services, technology and communications, pay and pensions and transport.	Services
b) Scope, support and embed major change such as the Royal Parks merger, Metcall and Modernising Operations, ensuring the delivery of appropriate HR business solutions to ensure the projects are successful.	Services
c) Provide strategic HR support to the C3i project, to ensure that all HR issues are successfully addressed.	Services
d) Develop and accelerate the implementation of the Home Office probationer training modernisation programme as embodied in Sunbury pilot.	DTD

Objective 5 Build a culture of safe and healthy working to maximise operational availability.	
Measures for 2004/05	Targets
Average number of working days lost through sickness per police officer	9 days
Keep police ill-health retirements below the Home Office target of 0.65% of strength	0.65%
Average number of working days lost through sickness per member of police staff (excluding PCSOs and traffic wardens)	10 days
Average number of days lost through sickness per PCSO and traffic warden	11 days
Keep police staff ill-health retirements below the Home Office target of 0.65% of strength (including PCSOs)	0.65%
Keep traffic warden ill-health retirements below the Home Office target of 0.65% of strength	0.65%
Supporting activities	Lead directorate
a) Assist managers to reduce levels of police staff absence. Set target in relation to best performing police force.	People Development
b) Assess the demand for curative surgical interventions and, depending on resources, run and extend the spend to save scheme.	People Development
c) Evaluate the results of the private psychotherapy pilots in order to identify and implement lessons for the in-house counselling service.	People Development
d) Run a series of health promotion campaigns, ensuring that all boroughs and central OCUs are visited at least once in 2004. Evaluate the campaigns, using satisfaction surveys and follow-up consultations with a representative sample.	People Development
e) Develop risk assessments and toolkits in the light of the results of the stress audit.	People Development
f) Implement health surveillance for officers and staff in 'vulnerable' roles.	People Development
g) In partnership with the MPA, monitor compliance with the new Health and Safety Policy by developing a health and safety audit tool.	People Development
h) Guide managers in implementing the recuperative duties policy, to ensure that: <ul style="list-style-type: none"> • Officers and staff are rehabilitated into the workplace as soon as possible, and • Cases are reviewed at regular intervals with a view to, wherever possible, increasing the number of hours worked and duties performed until a return to full duties is effected. 	People Development
i) Guide managers in implementing the restricted duties policy and so prevent the inappropriate early ill-health retirement of police officers, to ensure that officers are retained in posts where they can use their policing skills and experience.	People Development
j) Reduce the number of accidents to police officers and police staff.	People Development
k) Introduce arrangements for monitoring the number of working days lost due to accidents and injuries sustained at work.	People Development
l) Implement a rolling programme to ensure all corporate risk assessments are reviewed annually.	People Development
m) Improve the quality of management of health and safety issues in business groups by using the new structure of business group reps to raise awareness of health and safety.	People Development