



Creating a safer  
**Cambridgeshire**

**To: Business Co-Ordination Board**

**From: Chief Constable**

**Date: 7<sup>th</sup> August 2017**

## **BCH HR PEOPLE STRATEGY**

### **1. Purpose**

1.1 To update Business Co-Ordination Board on the new BCH three year People Strategy and Plan.

### **2. Recommendation**

2.1 The Board is recommended to note the contents of this report.

### **3. Background**

3.1 In April 2016 JCOB approved a one year People Plan for BCH – the first since collaboration of HR services. This one year plan has guided HR activity during 2016/17, but there is a need now to consider longer term planning. The attached Strategy and Plan has been developed taking into account the following:

- The outcomes of a PESTLE analysis to capture current and future issues which may have a people management impact (the full PESTLE analysis document is set out as Appendix A, but a high level summary appears in the Strategy);
- Outcomes from recent HMIC PEEL inspections;
- Initial consultation from a number of Chief Officers on areas of focus;
- A gap analysis and assessment of priorities by the Director of HR;
- Strategic priorities set out nationally in the Policing Vision 2025, and local priorities;
- The backdrop of ongoing HR Transformation.

## 4. Overview

4.1 The Strategy sets out 5 strategic themes:

- Attract, Retain and Reward;
- Leadership;
- Developing and Supporting our People;
- Transformation;
- Organisational Effectiveness.

4.2 For each of these themes, a number of strategic objectives are defined which capture where Chief Officers want BCH HR to get to over the next three years. A number of key priorities are then described which set out how HR will progress towards achieving these strategic aims. These key priorities have been integrated and embedded into team delivery plans and individual PDRs for 2017/18.

4.3 The Strategy document also sets out information on HR Core Services and functional areas covered by HR Senior Leadership Team members (feedback from customers indicates that this has not hitherto been clear), together with a summary of the evolving HR key performance indicators and the tri-force governance arrangements for people issues.

## 5. Implementation and review

5.1 The Strategy and Plan is now ready for publication and a communications plan is underway. The Strategy and Plan will be reviewed once a quarter by the HR Senior Leadership Team, with progress updates against the strategic objectives and priorities submitted to BCH People Board.

## 6. Recommendation

6.1 The Board is recommended to note the contents of this report.

## BIBLIOGRAPHY

<b>Source Documents</b>	BCH People Strategy and Plan
<b>Contact Officer</b>	Rachel Wilkinson, BCH HR Director



**POLITICAL**

The Introduction in April 2017 of the Apprentice Levy of 0.5% of the pay bill which will equate to circa £1.3m for BCH and the 2.3% public sector apprenticeship target set out in the 2016 Enterprise Act.

The re-profiling of the workforce to address the terrorist threat.

The employment implications of the outcomes of the “Brexit” negotiations are likely to include increased pressure on salaries due to inflation, a re-shaping of the employment law framework and changes to the employment market.

The new Policing and Crime Act (2017) places a high level duty to collaborate upon all three emergency services in order to improve efficiency or effectiveness.



**ECONOMIC**

Budget pressures have led to a reduced workforce but continued demand for service is creating pressures in the workforce.

The BCH budget gap currently stands at £30m after the use of reserves requiring continued changes to workforce numbers and introducing new ways of working to deliver savings.

Reductions in the pensions annual and lifetime allowances may impact in our ability to attract senior leaders.

Protection of police budgets over the medium term may generate increased recruitment activity across the Forces.

Changes to police pension arrangements is leading to increased voluntary resignations of officers mid-service and consequent loss of skills.

## SOCIOLOGICAL



The labour market is highly competitive due to low unemployment levels, house prices that are well above the national average and fast direct train routes into London. Specific staff groups such as ICT, Procurement and Occupational Health staff can be particularly difficult to recruit and retain and attract market pay supplements.

The ethnic minority populations in Bedfordshire is approximately \* 22.5%, Cambridgeshire is approximately 9.7% and Hertfordshire is approximately 12.4%. However, such towns have a high percentage of the population from a minority ethnic background, namely Luton circa 45.4%, Bedford circa 19.5% and Watford circa 28%.

*\* based on 2011 Census – representation of local population.*

The CIPD highlights that nearly a third of organisations report an increase in stress-related absence over the past year and two-fifths a rise in reported mental health problems. Both are considerably more common in the public sector.

“Baby boomers” (born pre 1965 the “live to work” generation) will retire in the next decade so workforce attitude and expectations will shift to the “millennials” that will be more demanding about the use of technology, expect development opportunities and be able to progress, look for work/life balance and fair reward & recognition.

There are a raft of initiatives in the College of Policing Leadership Review and Professional Development Programme that are likely to impact on force culture, hierarchy, diversity, management and leadership and lateral development of the workforce. The professional Education and Qualification Framework will transform entry routes into policing and requirements for promotion.

The NPCC is likely to sign up to the Blue Light Wellbeing Framework.

The HMIC PEEL Inspection 2017 will have a focus on wellbeing.

Turnover for members of the Special Constabulary remains high both locally and nationally.

The NPCC Policing Vision 2025 describes the transformation required for policing in respect of local policing, specialist capabilities, workforce, digital policing and joined up business delivery.

## TECHNOLOGICAL



The cyber-crime threat will demand new and different skills in the workforce.

The skills uplift or refresh with the implementation of Athena will impact on availability of officers and staff and have a significant effect on the availability of L&D resources in the Summer/Autumn.

The further development of Agile working will offer benefits for efficiency and productivity and must be rolled out with a clear HR strategy to manage the people issues e.g. Effective management of staff, provision of suitable equipment to meet DSE regulations.

The start of the implementation of the new BCH HR IT systems offering self-service capability, IT enabled streamlined processes and improved management information across all three forces.

## LEGAL



Public sector employees will be required to repay a tapering proportion of a “qualifying exit payment” if they return to the public sector within a period of 12 months under regulations which came into force on 1 April 2016.

A cap on the total value of exit payments is due to come into force. Voluntary redundancy may be less attractive for some staff and make change programmes more adversarial, increase the level of compulsory redundancies and increase the risk of litigation.

The Trade Union Act 2016 is now in force and reforms strike laws in Great Britain. Public Sector organisations are required to capture gender pay data from 2017 in readiness for reporting in 2018.

The requirements of IR35 brings additional challenges and complexity in sourcing specialist skills externally.

## ENVIRONMENTAL



The benefits of agile working that can be attractive for the workforce can also reduce travel and CO<sub>2</sub> emissions.