

Warwickshire Police Authority – 28 July 2010

Report by the Lead for Human Resources

ABSENCE

High levels of attendance are an essential part of protecting our communities from harm. Police officer absence levels have been high in comparison to other forces and our staff absence could also be improved. In order to improve absence management, the Force Absence Management Group (FAMG) has been formed and has been meeting monthly since April. Membership of the Group, which is Chaired by the Director of Resources, includes Deputy Directors of Performance & Standards, Local Policing, Resources and Protective Services and the Police Authority's Lead for Human Resources. The Force is ensuring that the policy on attendance management is well-publicised and accessible to all. The Force attendance policy states:

Staff attendance is a vital factor in the effective and efficient delivery of our service to the communities of Warwickshire, and the Force is committed to managing attendance levels for this purpose. Staff absence impacts on service delivery and places greater pressure on colleagues who do attend.

The biggest single influence on attendance levels is management action. Good management action should lead to increased attendance, improved productivity, and higher morale. It is crucial, therefore, that line managers have ownership of management of attendance of those staff for whom they are responsible, and for their performance, including attendance levels of their Unit as a whole.

Attendance at Work Toolkits are available on Bear Connections and line managers are responsible for dealing with staff absence issues. In order to monitor and manage attendance, line managers have full access to management information on attendance levels, through the NSPIS HR system. Advice is available to line managers on all aspects of absence management, including the important Return to Work Interviews.

The Force operates a number of 'trigger points' which will identify people who may need additional support and assistance in order to improve their attendance. It is recognised that the trigger may simply identify an issue, therefore, the focus will at all times be on the individual staff member in terms of the support required to help them to improve their attendance. However, the Force recognises that prevention is better than cure, so focus is given to addressing some of the underlying causes of absence. Specific areas for preventative action include: health promotion, recruitment & screening procedures, working arrangements, job design, managing career expectations and rebuilding trust and loyalty. At some point in managing an individual's absence, it may be necessary to impose a sanction and a number of these have been identified.

As part of the FAMG's monthly meetings, they will deal with issues relating to Regulation 28, Police Staff Pay and Ill Health Retirements, making recommendations to the Chief Constable, where appropriate.

POLICE NEGOTIATING BOARD (PNB)

The Authority's Lead for Human Resources, has identified two payment schemes which had scope for improvement. The **Special Priority Payment Scheme (SPP)** may be made to holders of posts which:

- i) Carry a significantly higher level of responsibility than the norm for the rank;
or
- ii) Present special difficulties in recruitment and retention, or
- iii) Have especially demanding working conditions and working environments

It is expected that no less than 40% of the Force will receive SPP and the maximum payment is £3,500 p.a. The decision on which posts receive the payment, is made by the PNB, on an annual basis.

One of the changes to the Warwickshire SPP Scheme is the inclusion of reference to Diversity and Equality and another is in relation to when the payment is made. The Scheme runs from January to December and until this year, has always been paid in December. As eligibility includes an element of attendance each month, which can only be calculated in the following month, attendance figures for December were not taken into account. However, the Home Office have now agreed that payment may be made in January and the FMG supports this change. Therefore, the 2010 payments will be paid in January 2011, which means that the absence figures for December, (traditionally the highest month of the year), will be taken into account and deductions may be made.

Details of the 2009 SPP Scheme are attached at Annex 1.

Two ways in which the **Competence Related Threshold Payment Scheme (CRTP)** differs from SPP are that individual officers must make a formal application for payment under the Scheme and, once awarded, usually continues to be paid (some exceptions). The Scheme is designed to recognise and reward officers who are able to demonstrate **high professional competence** under each of the four national standards.

Details of the 2009/10 CRTP Scheme are attached at Annex 2, including the total cost to the Force.

HUMAN RESOURCES LEADERSHIP

Patricia Pennington left, as arranged, at the end of April. The replacement of that post of Assistant Director of Resources (HR) is linked to agreement of the changes being considered under 150plus, in terms of establishing a People function embracing such functions as Human Resources, Occupational Health & Welfare, Organisation Development and Learning & Development. Final sign-off for the proposals will be going to the July 150plus Programme Board, following which, recruitment can hopefully commence. In the interim, West Midlands Police have been approached, who have agreed to second one of their senior managers to assist in the HR function arrangements. At the time of writing this report, arrangements for such a secondment are being negotiated.

OCCUPATIONAL HEALTH SERVICE

The force has worked with West Mercia to review our Occupational Health Service, to ensure that we have appropriate services in place to support the workforce who are ill, and wherever possible, to help individuals to remain healthy, and at work. The recommendations from the review were submitted in March and included a proposal to change the structure of the department. This has been consulted on Forcewide as part of the wider People function being proposed through the Resources Directorate's 150plus submission, which will be formally considered by the 150plus Programme Board in July. The post of Senior Occupational Health Advisor, which was already in our structure, has now been progressed and an offer has been accepted by the successful candidate. The full vetting process is taking place with an expected start date in August 2010. Assuming agreement at the July 150plus Programme Board, recruitment will begin for the remaining posts to fully establish the department on a permanent basis. In the interim, arrangements have been made with West Midlands Police Occupational Health function to support us with areas such as pre-employment screening. In addition to this West Midlands have seconded an Occupational Health Advisor to us for one day a week.

Natassia James, our Occupational Health & Safety Manager, continues to lead the department and ensure that the workload is prioritised appropriately.

The annual Health & Safety Performance Report is being finalised and will come to a future meeting.

Eithne Goode
HR Lead Member

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Annex 1**Breakdown of Special Priority Payments – 2009**
Headcount and Percentage

The figures below represent a breakdown of the Number of Police Officers who received an Special Priority Payment in 2009. These figures have been broken down by Rank, Gender, Disability, Ethnic Origin, Age and Full/Part Time.

The figures in brackets represent the total number of Police Officers against the relevant breakdown. Percentage figures (rounded to the nearest whole number) have also been included where relevant.

Breakdown by Rank

Rank	SPP Total (Force Total in Brackets)
Police Constable	277 (634)
Detective Constable	19 (136)
Police Sergeant	75 (96)
Detective Sergeant	34 (39)
Police Inspector	28 (36)
Detective Inspector	14 (15)
Chief Inspector	1 (11)
Detective Chief Inspector	6 (6)
Superintendents and Above	0 (17)
Total	454 (990)

Breakdown by Gender

Male	Female	SPP Total (Force Total in Brackets)
378 (729)	76 (262)	454 (990)
Percentage Receiving SPP against Force Total (729): - 52%	Percentage Receiving SPP against Force Total (262): - 29%	
Overall Percentage Awarded SPP: - 83%	Overall Percentage Awarded SPP: - 17%	

Breakdown by Self Declared Disability

Self Declared Disability – Yes	Self Declared Disability – No	SPP Total (Force Total in Brackets)
10 (35)	444 (955)	454 (990)
Percentage Receiving SPP against Force Total (35): - 29%	Percentage Receiving SPP against Force Total(955): - 46%	
Overall Percentage Awarded SPP: - 2%	Overall Percentage Awarded SPP: - 98%	

Breakdown by Ethnic Origin

Ethnic Origin	Total
Asian Or Asian British – Any Other Asian Background	1 (3)
Asian Or Asian British – Indian	9 (24)
Asian Or Asian British – Pakistani	3 (5)
Black or Black British – Any other Black Background	0 (1)
Black or Black British – Caribbean	1 (2)
Chinese or any other Ethnic Group – Chinese	1 (1)
Chinese or any other Ethnic Group – Any other Ethnic Group	1 (2)
Mixed - Any Other Mixed Background	1 (2)
Mixed - White and Black Caribbean	2 (3)
Mixed – White and Asian	0 (1)
Not Stated	4 (14)
White - Any Other White Background	6 (21)
White – British	422 (905)
White – Irish	3 (6)
Total	454(990)

Ethnic Group	Percentage
Minority Ethnic Police Officers receiving SPP against Force Total (44)	41%
White Police Officers receiving SPP against Force Total (932)	46%
Non Stated Police Officer receiving SPP against Force Total (14)	29%

Breakdown by Age

Note: - The age breakdowns included below are requirements set by the Home Office.

18-25	26-31	32-37	38-44	45 and Over	Total
7 (35)	79 (186)	93 (176)	173 (326)	102 (267)	454 (990)
Overall Percentage Awarded SPP: - 2%	Overall Percentage Awarded SPP: - 17%	Overall Percentage Awarded SPP: - 21%	Overall Percentage Awarded SPP: - 38%	Overall Percentage Awarded SPP: - 22%	

Breakdown by Full/Part Time

Full Time	Part Time	Total
444 (950)	10 (40)	454 (990)
Percentage Receiving SPP against Force Total (950): - 47%	Percentage Receiving SPP against Force Total (40): - 25%	
Overall Percentage Awarded SPP: - 98%	Overall Percentage Awarded SPP: - 2%	

Annex 2**Breakdown of Competency Related Threshold Payment – 2009/2010
Headcount and Percentage**

The figures below represent a breakdown of the Number of Police Officers who received a Competency Related Threshold Payment in 2009/2010. Rank, Gender, Disability, Ethnic Origin, and Full/Part Time have broken down these figures.

The figures in brackets represent the total number of Police Officers against the relevant breakdown. Percentage figures (rounded to the nearest whole number) have also been included where relevant.

1. Number of Officers Eligible with Sufficient Service at the top of the scale to be eligible for the payment and expressed as a percentage.

Breakdown by Rank and Percentage of Total Strength

Rank	C RTP Total (Force Percentage in Brackets)
Constable	324 (42.4%)
Police Sergeant	88 (65.1%)
Police Inspector	34 (66.6%)
Chief Inspector	9 (60%)
Total	455 (47.1%)

Note: - The figures above include Officers who have gone on secondment and should not be used as indicators of actual officer numbers.

Breakdown by Gender

Male	Female	C RTP Total (Force Total in Brackets)
365 (51.9%)	90 (34.2%)	455 (47.1%)

Breakdown by Self Declared Disability

Self Declared Disability – Yes	Self Declared Disability – No	C RTP Total (Force Total in Brackets)
39 (86%)	416 (45%)	455 (47.1%)

Breakdown by Ethnic Origin

Ethnic Origin	Total
Asian Or Asian British – Any Other Asian Background	1 (33.3%)
Asian Or Asian British – Indian	7 (29.1%)
Asian Or Asian British – Pakistani	2 (66.6%)
Chinese or any other Ethnic Group – Chinese	1 (50%)
Mixed - White and Black Caribbean	1 (33.3%)
Not Stated	10 (83.3%)
White - Any Other White Background	16 (58%)
White – British	412 (46.9%)
White – Irish	5 (100%)
Total	455 (47.1%)

Breakdown by Full/Part Time

Full Time	Part Time	Total
439 (47.7%)	16 (40%)	455 (47.1%)

2. Number of Officers who applied/received the payment.

Breakdown by Rank and Percentage of Total Strength

Rank	CRTP Total Applied	CRTP Total Received
Police Constable	317 (41.4%)	316 (41.3%)
Police Sergeant	85 (62.9%)	85 (62.9%)
Police Inspector	31 (60.7%)	31 (60.7%)
Chief Inspector	9 (60%)	9 (60%)
Total	442 (45.7%)	441 (45.6%)

Note: - The figures above include Officers who have gone on secondment and should not be used as indicators of actual officer numbers.

Breakdown by Gender

Rank	CRTP Total Applied	CRTP Total Received
Male	360	359
Female	82	82
Total	442 (45.7%)	441 (45.6%)

Breakdown by Self Declared Disability

Rank	CRTP Total Applied	CRTP Total Received
Yes	39 (86%)	39 (86%)
No	403 (43.6%)	402(43.5%)
Total	442 (45.7%)	441 (45.6%)

Breakdown by Ethnic Origin

Ethnic Origin	CRTP Total Applied	CRTP Total Received
Asian Or Asian British – Any Other Asian Background	1 (33.3%)	1 (33.3%)
Asian Or Asian British – Indian	7 (29.1%)	7 (29.1%)
Asian Or Asian British – Pakistani	2 (66.6%)	2 (66.6%)
Chinese or any other Ethnic Group – Chinese	1 (50%)	1 (50%)
Mixed - White and Black Caribbean	1 (33.3%)	1 (33.3%)
Not Stated	10 (83.3%)	10 (83.3%)
White - Any Other White Background	16 (58%)	16 (58%)
White – British	399	398
White – Irish	5 (100%)	5 (100%)
Total	442 (45.7%)	441 (45.6%)

Ethnic Group	CRTP Total Applied	CRTP Total Received
Minority Ethnic Police Officers receiving CRTP against Force Total (42)	28.5%	28.5%
White Police Officers receiving CRTP against Force Total (912)	46%	45.9%
Non Stated Police Officer receiving CRTP against Force Total (12)	83.3%	83.3%

Breakdown by Full/Part Time

Full/Part Time	CRTP Total Applied	CRTP Total Received
Full	426 (46.4%)	425 (46.3%)
Part	16 (40%)	16 (40%)

4. Number of Officers whose application was rejected and the underlying reason.

There was **one** officer whose application was rejected.

Rank – Police Constable
Gender – Male
Ethnicity – White British
Disability – None
Part/Full Time – Full Time

The reason for the CRTP was rejected was due the failure to show competence or commitment.

5. Number of Appeals/Successful Appeals

There were no appeals during 2009/2010.

6. Total Cost to the Force (Including NI and Pension Contributions of the payments.

Rank	2009/1- 2009/12 Amount	Approx NI	Employers Pension Contributions	Total
Constable	320,012	31,361	77,443	428,816
Sergeant	88,772	8,700	21,483	118,954
Inspector	27,109	2,657	6,560	36,326
Chief Inspector	9,469	928	2,292	12,689
	445,361	43,645	107,777	596,784

Paul Bull
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