



A report on workforce capability and wellbeing

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What are the Policing Principles?

Accountability	✓	Fairness	✓	Honesty	✓
Integrity	✓	Leadership	✓	Objectivity	✓
Openness	✓	Respect	✓	Selflessness	✓

1. Request

- 1.1. The OPCC has requested a paper titled Workforce Capability and Wellbeing Report to include plans to improve workforce representation, Learning & Development Plans including leadership development, progress as in understanding concerns of the workforce, preventative and resilience work on mental health and Occupational Health referrals.
- 1.2. The paper is to be presented at the Performance Meeting with the OPCC on 21st November.

2. Plans to improve workforce representation

- 2.1. Ethnicity aspirations for the remainder of 2018/2019 have been set and monitoring continues against these

Aspiration	% at end of Sep 18	Difference to aspiration
To achieve BME Police Officer representation of 4% for the remainder of 2018/2019	3.7%	-0.3%
To achieve BME Police Staff representation of 5% for the remainder of 2018/2019	5.1%	0.1%
To achieve BME overall representation of 5% for the remainder of 2018/2019	4.3%	-0.7%
To achieve BME Sgt and above representation of 3% for the remainder of the year	3.4%	0.4%

- 2.2. Following the October transferee and police probationer intakes we are expecting to have exceeded the aspiration of 4% officers for 2018/2019.
- 2.3. With reduced probationer intakes scheduled for 2019/2020 and a pipeline of applicants already awaiting a start date, opportunities to significantly improve workforce representation during 2019/2020 is reduced. However, we continue to advertise for PC and DC transferees and will advertise promotions when opportunities arise. These will continue to be advertised through the Black Police Association to specifically try to increase representation. We also plan to receive an intake of 12 Police now candidates which typically attracts between 15-20% BME applicants.
- 2.4. The Police Constable Degree Apprenticeship (PCDA) entry route will launch in autumn 2019. Surrey Police will need to open a recruitment campaign soon to secure a pipeline of police probationers from the end of 2019 and beyond. This provides us with an opportunity to potentially reach areas of our community with a new offer that may attract people who have not considered policing as an employment option previously.
- 2.5. We will be working with our Positive Action team, Diversity directorate and Communications team to co-ordinate the campaign alongside our planned engagement events.
- 2.6. Since January 18 we have had a dedicated team of 2 to focus on positive action in Surrey. The team have focused on creating links with external organisations to advertise vacancies, attending careers fairs and community events. Examples of these events include attendance at Jalsa Salana in August and an upcoming event at the Surrey Ethnic Forum careers fair.
- 2.7. Focus for the team has also been placed on reviewing internal processes to see if there are any possible blockers for BME applicants. Following a recent review the Specials recruitment process has been changed to be more inclusive. The team are the contact for external individuals wanting to join policing and they support and mentor them through the application process. Activity on promoting the new apprenticeship route in to policing will

commence in the coming months as we start to develop our campaign, due to launch in the new year.

3. Capability

3.1. Officer capability continues to be monitored through divisional performance monitoring. A product has been developed to capture the essential skills required by an officer and compliance against this. Named "License to Police" it contains completion figures for Officer Safety training (OST), first aid training, fitness test, data protection and management information.

3.2. Conflict training is delivered in two phases in the year, each phase is valid for 12 months. At the end of phase A (Jan – June 18) completion was 65.2%. So far for phase B 28.3% of officers have completed, 30% have booked on to a session and 35.9% are outstanding (not completed or booked). Phase B will expire at the end of December.

3.3. Overall completion of the License to Police at the end of September 2018 was as below

80% or more compliance	16.6%
50-79% compliance	41.8%
Less than 50% compliant	41.6%

3.4. To increase compliance Neighbourhood Policing Teams (NPT) training days have been adjusted to accommodate OST training so all NPT officers will now have 2 training days per year for OST. In addition L&D have also added 5 additional courses (capacity of 120) to assist with completion of phase B before the end of December. All courses are booked by the officer on People Solutions.

4. Leadership Development – First Line Leaders (Sergeants and Staff Supervisors)

4.1. Our first line leaders play a critical role in motivating and engaging front line staff and officers to do their best to keep Surrey and Sussex safe. Policing is becoming more complex, crime and demand is changing; the workforce is changing as we work longer and new generations join; and the speed of change and uncertainty increases. These factors place even greater importance on the role of first line leaders to help policing adapt and protect the public through an engaged workforce. To help support our first line leaders across Surrey and Sussex be the best they can be, People Services are delivering a number of initiatives to enable first line leaders to :

- Recognise themselves as leaders
- Confidently lead people
- Network and share experience
- Navigate and lead through uncertainty

To achieve this we are:

4.2. Developing skills

We have undertaken a skills audit to help us identify for the first time where our skills gaps are in our first line leader population. This has enabled us to develop a new suite of leadership development training courses focused specifically on the areas where we know we need to develop skills. By taking into account prior learning, we are also reducing the abstraction time by reducing the number of individuals attending courses when they have already developed the skills through on the job learning.

4.3. Removing Barriers

This workstream aims to support first line leaders to tackle the leadership challenges they face. Through a Peer to Peer Learning Process we have paired first line leaders from across Surrey and Sussex to learn from each other to make improvements to the way they lead people through gaining feedback and fresh ideas from their peer. The process also builds a sustainable network for first line leaders who often feel isolated in tackling leadership challenges. Approx. 40 individuals from across Surrey and Sussex are involved in the process concluding in February and a further 10 are involved in a network. We are also using this group to test out new tools and products such as an online new manager guide and the experience of starting as a new manager.

4.4. Making things easy

We are improving the experience of first line leaders using People Services through policy improvement, enhanced intranet pages and an improved e-recruitment system over the next 6/9 months. This is closely linked to the implementation of ERP in the summer.

5. Progress as in understanding concerns of the workforce

5.1. The Employee Opinion Survey: The Survey ran in September 2017, the results were then shared with Business leads and Senior Management Teams in December and then published more widely in February 2018 and remain on the Surrey and Sussex intranet sites for access and information by staff and officers. Following feedback from the presentation of the first survey results, the results were presented in an info graphic form with adaptation of some of the inaccessible academic and theoretical language produced in the Durham report. The linked news story focused on engaging our people in not only the survey outcomes but what the force can collectively do in response.

5.2. In order to stimulate and maintain the ongoing conversation in the organisation, command lead focus groups were again used to present the survey outcomes, identify key themes and action plans and these focus groups were held throughout February and March 2018. Following the initial presentation and discussion of the results, Chief Officer Meeting decided to concentrate the focus groups on the following areas highlighted in the survey and allocate a Chief Officer owner to drive activity in response to each area:

Key themes

- Organisational Fairness: concerns the fairness of the ways and processes used to determine the distribution of outcomes among individuals.
- Organisational Pride: refers to an individual's evaluation of the organisation's standing, general worth and status.
- Organisational Learning: perceptions of mistakes or errors as opportunities to learn and develop.
- Linking with the Public: refers to the commitment to public service and motivation of meaningful work.
- 100 Little Things: refers to hindrance stressors – work related demands which are viewed as constraints that hinder performance and achievement at work.

5.3. Development of action and communication plans is currently with the Chief Officers for decision and implementation.

5.4. Forums: There are a number of forums for anyone to post comments and discussions. These include **100 little things** - To identify and address the everyday irritations that cause unnecessary stress that will take no more than 5 days' effort to implement; cost no more than £5,000 to resolve and benefit more than 15 employees. **Innovate** – To share ideas for saving money and improving the service we provide to victims, partners or members of the

public. **Personal Notices** – For anything that isn't about the organisation – it might be charity fundraising requests or thanks, notices that someone is retiring or leaving, lost and found. **Surrey Federation** - A forum managed by Surrey Police Federation for queries from their members. **Upbeat** - For posting thanks from members of the public, thanking your colleagues, sharing good news. **Force Discussions** - To post on about any work place issues that fall outside of the criteria for the other forums. **Under The Grill** - An occasional forum that is used as the place for live Q and A on different topical issues.

- 5.5. Anonymous reporting system: Offers all police officers and staff the opportunity to securely report any concerns regarding wrongdoing anonymously, and in the strictest of confidence. The system is maintained by the PSD Anti-Corruption Unit and is used by colleagues on a daily basis. The team receives many communications each year from officers and staff and is recognised regionally and nationally as best practice in affording the workforce a voice to report wrongdoing.

6. Wellbeing

- 6.1. There is a joint Well-being strategy across Surrey and Sussex which sets out the priorities within the well-being arena and where we will concentrate our efforts. The ethos of our approach is switch the focus to prevention from cure, to help people to help themselves, to focus on quality interventions rather than quantity and to place mental health on the same footing as physical health.
- 6.2. Specific to Surrey, C/Supt Shanks chairs a Surrey Wellbeing Board which is looking to coordinate efforts to implement actions from the Well-being strategy as well as local initiatives. This board has representatives from all the local well-being boards and a major part of this board is to ensure that the views and needs of the workforce are fed into the overall well-being strategy and activities. There are local wellbeing groups on most of the local divisions and departments. A big theme at a recent meeting was the introduction of quiet rooms across the force where staff and officers can go to take time out to think, or have confidential conversations if they are needing support. This board is really gathering momentum and will be a tool for Surrey to use to push things forward including mental health.
- 6.3. We have focussed a lot of effort recently to reduce the stigma of mental health in the workplace as well as increasing the awareness and support for mental health. We have set up a Mental Health Advocates Scheme. This is a confidential service whereby staff and officers can talk to an advocate – we have trained over 80 officers and staff across Surrey and Sussex - who can listen, and offer support and signpost to other relevant services.
- 6.4. We have recently relaunched the Defuse across Surrey. Anyone attending a traumatic incident can request to have a defuse meeting to discuss what has happened and to start to normalise the situation. These have been automatically built into the local meetings when considering a review of the incidents that have happened across the force.
- 6.5. Surrey and Sussex have recently had Work and Wellbeing week whereby a vast amount of activities took place ranging from health checks to time to think sessions on various subjects.
- 6.6. We are part of a Regional Well-being group which is looking at pooling our resources to look at the key well-being concerns across the regional forces.
- 6.7. The Occupational Health (OH) Department are there to support people who are referred in by managers, and specific to mental health we offer annual checks to individuals who are in vulnerable roles which can lead to them receiving psychological support if it is needed.

Recently the OH Dept has been facing an increase in demand and as such wait times have increased. Most of the increase in demand is accountable through the rise in mental health referrals which is a sign of the greater awareness of MH in the workplace and our staff's willingness to declare they have a mental health issue.

- 6.8. There is a new management team within OH who are currently looking at how to reduce demand within OH through on-line guidance and clearly stating the role of OH within the organisation. This will include being clear over what discretion managers can have. OH are also looking at the balance of resources within the Department in order to cope with the increase and different patterns of demand.