



Altogether Better Policing

Durham Constabulary HR Strategy 2016 - 2019

1. HR management and development makes a key contribution towards the strategic direction of the Constabulary and needs to be aligned with the Constabulary's priorities at all times. The Constabulary's agreed vision and values at the time of writing this strategy are:
2. **Our Vision** is that we will deliver excellent policing, inspiring confidence in victims and our communities by:-
 - Protecting Neighbourhoods
 - Tackling Criminals
 - Solving Problems

We are proud to deliver value for money policing to the people of County Durham and Darlington

3. **Our Values** that our staff will demonstrate will be:
 - Fair
 - Positive
 - Courageous
 - Integrity

Our HR strategy will aim to support our vision and values by supporting the Commands to deliver their objectives and allow the Constabulary to deal with new challenges and change. Our ethos is one of "aiming for excellence" which implies continuous improvement, high public confidence and delivering value for money. We recognise that this is a challenging aim and that a key part of achieving this is the roll out of this strategy.

In aiming for excellence, this needs to be recognised not only as a statement or ambition, but also of a reality based on the need to organise, motivate and recognise the key contributions made by people taking pride in delivering the services the Constabulary provides. Through focussing on the development of people, the Constabulary will develop and maintain those key systems, processes, policies, procedures and practices necessary to deliver excellent services to the people of County Durham and Darlington.

4. To achieve this we will:

- Continue to develop and improve the way we work and how we develop our policies and our ability to identify the right people, at the right cost with the right skills at the right time into the right roles
- Work in accordance with the Code of Ethics and Standards of Behaviour
- Undertake environmental scanning to enable us to deal with and respond to change
- Provide a work environment where staff are proud to work for Durham Constabulary ensuring value for money
- Continue to value all our staff and enable them to maximise their contribution in the workplace
- Utilise technology to improve efficiency, effectiveness and quality of service
- Continue to work constructively with the staff associations and trade unions. Regular two way dialogue will be maintained whereby all parties will strive towards the achievement of common goals.

The above is considered below and represents an on-going action plan for both HR and individual Commands.

5. Develop and improve the way we work

- Continue to review our existing policies and procedures to ensure that they are efficient, effective and legislatively compliant. Policies will be reviewed and revised in accordance with legislation, case law and police regulations as necessary or every two years as a minimum.
- Ensure our recruitment and selection process enables us to engage a workforce that reflects the diversity within our communities and provide equal opportunities for career progression, utilising positive action appropriately.
- We will continue to engage with our Support Groups and IAG's.

- To continue to review exit monitoring questionnaires and fairness at work issues and ensure appropriate debriefs are held following conclusions of disciplinary cases, Employment Tribunals, Civil claims to ensure the organisation continues to learn and improve.

6. Identify and respond to change

- Implement the workforce plan in line with the Force medium term financial plan and continue to undertake reviews and restructures to ensure continued value for money and sustainability.
- Undertake succession planning to predict potential skills gaps by identifying critical posts alongside a talent management programme to identify people with the skills and abilities to undertake these roles
- Continue with a programme of workforce modernisation where possible
- Consider and explore all collaborative opportunities with other forces and public and private sector bodies
- Critically evaluate our policies and procedures including terms and conditions of employment and Police Regulations to drive out inefficiencies
- Continue to promote a culture that embraces and embeds modern methods of working

7. Provide a work environment where staff are proud to work for Durham Constabulary ensuring value for money

- Continued management of high and poor performance using the appropriate performance management framework, police regulations and staff terms and conditions of employment
- Continue to proportionately manage attendance and performance in accordance with force policies and police regulations
- Capture efficiencies and deliver improvement in processes and performance
- Promote and reward good practice and high standards of service delivery.

8. Continue to value all our staff and enable them to maximise their contribution in the workplace

- Provide an appropriate reward and recognition system

- Continue to afford opportunities to our staff to enable them to achieve an appropriate work life balance
- Ensure clear accountability by providing role clarity to all our staff.
- Support and promote well-being in the workplace
- Promote an organisational culture that embraces equality and diversity
- Respect and support the diverse values of our staff by working closely with our support groups and external partners to ensure that we provide a Force ethos that does not tolerate inappropriate behaviour
- Ensure that there is an effective skills balance within the Force and staff are developed and empowered as individuals and leaders and ensure that officers and staff have the capability to carry out their roles, through an investment in learning and development and the promotion and delivery of continuous professional development.

9. Utilise technology to improve service delivery, efficiency and value for money

- Use mobile data and technology to continue to support modern methods of working
- Use technology to enable process reviews, deliver value for money and reduce officer and staff numbers as part of the workforce plan

10. Responsibilities

For effective operation of this strategy, there must be a shared understanding that we all have a responsibility to achieve it. Specifically:

- The Chief Constable will be responsible for the overall management of staff within the Constabulary ensuring effective and efficient resource management and monitoring the implementation of human resources activities at its most strategic level.
- The Assistant Chief Officer will have overall responsibility for the delivery of the HR strategy.
- The Head of HR will have the day-to-day responsibility for the development and monitoring of the personnel aspects of the strategy and its general application, as well as being responsible for the cost and quality of all personnel activities within the force.

- Managers have a particular duty to ensure that fair treatment of both staff and customers occurs in work areas for which they are responsible and that they operate in a safe environment. They will also have responsibility for individual attendance, performance and development, and will be trained and equipped to carry out these duties.
- Staff also have a clear role to play in helping to create a fair environment and developing an equality culture in the workplace. They must adhere to protocols and procedures operated within the Constabulary and support colleagues in their efforts to achieve the vision and values of the Constabulary. They have responsibility for their own attendance, behaviour and ensuring outcomes are in accordance with Constabulary standards.

11. Consultation

This strategy has been consulted upon with the staff association and trade unions who support its objectives and actions. The relationship between the staff associations/trade unions and the Constabulary is based on mutual respect which will help to ensure the delivery of the strategy.

12. Governance

HR Policy User Group will meet on a regular basis with representatives from the staff associations, trade unions and each command. This meeting will agree policies and procedures with regard to HR matters. Police Staff Group, which is the formal consultative forum, which addresses police staff terms and conditions of employment, will also meet regularly with representatives from the trade unions and HR. Both meetings will be chaired by the ACO. Health Management Group will meet quarterly to examine and progress health and safety and related issues. Strategic Resources Group will meet when necessary to oversee overall human resource allocation issues. An annual report showing progress will be presented to the Police and Crime Commissioner and Joint Audit Committee.