

RESOURCES SCRUTINY COMMITTEE – 15 JUNE 2010

PRODUCTIVITY FRAMEWORK

REPORT BY CHIEF CONSTABLE

Introduction

- 1.1. The HMIC 'Working for the Public' (WFTP) inspection will assess the progress of forces and authorities on the recommendations made in the 2008 policing Green Paper, which set out improvements to the development and deployment of the police workforce. The WFTP inspection will run alongside a separate Value for Money inspection; both are currently timetabled for the summer of 2010, but indications are that they will not take place until September.
- 1.2. Police authorities and forces must prove their commitment to enhancing productivity and ensure the optimal level of resources are directed towards the frontline economically and effectively. This includes good deployment and use of time by the workforce. The processes through which business is conducted also need to be efficient. Forces and authorities will need to demonstrate their focus on workforce effectiveness to deliver the outcomes that matter most to the public.
- 1.3. A supporting Tripartite document, the 'Productivity Framework', is intended to inform the WFTP Inspection. It is not the inspection methodology but provides a focus for sustainable improvement activity, leading up to and beyond the inspection.

The Productivity Framework

- 2.1. The Productivity Framework is intended to be used by forces and authorities to "consider and improve the way their workforce is led, organised and developed to be productive in working for the public".
- 2.2. The Productivity Framework is constructed around three core themes: 'Leading', 'Organising' and 'Developing' with 'Customer service' and 'Equality & Diversity' as two crosscutting themes which are embedded throughout:

Theme: Leading	Theme: Organising	Theme: Developing
Descriptor: Consults communities Compelling Vision Partnership Delivery	Descriptor: Responding to demand Workforce mix Resource deployment Empowered to improve Performance management	Descriptor: Workforce Plan Managing Change Personal Responsibility
>>>>>>>>>> Customer service >>>>>>>>>>		
>>>>>>>>>> Equality and diversity >>>>>>>>>>		
Leading	Organising	Developing

- 2.3. The design provides a systematic approach for benchmarking performance and provides a template for forces and authorities to assess and improve workforce productivity.
- 2.4. Within each theme there are a series of descriptors that describe capability, ordered in four levels of maturity. These maturity levels describe a hierarchical collection of behaviours and actions which contribute to productivity. Each 'maturity level' is bespoke to the 11 descriptors.
- 2.5. The Framework allows the Force to plot current capability against the maturity levels and decide where they wish to improve. The Framework clearly states that it should be the ambition that all activities are targeted towards achieving the highest level of productivity.
- 2.6. Police authorities will be required to evidence a strong focus on the effectiveness of the total workforce, challenging the chief officer team to deliver workforce productivity.

Gathering Evidence

- 3.1. Within Sussex using the framework the first stage to plot current capability has been to gather force wide evidence. Contributions from all departments and divisions have been achieved through a variety of vehicles including the Serving Sussex Leaders' Forum, bespoke Workshops and utilisation of existing evidence captured against the Citizen Focus Hallmarks, Equality Standard for the Police Service, Policing Pledge and the new Local Policing Plan. This work has been driven by the Serving Sussex Working Group.
- 3.2. The Police Authority has been heavily involved throughout the evidence gathering process both with the above activities and separately.

Assessing the Evidence

- 4.1. Evidence gathered has been evaluated and moderated by an Executive Assessment Group, chaired by the Director of HR. That process has determined the current capability against the maturity levels and identified gaps that would need addressing to reach increased maturity. Appendix 1 outlines the early considerations around the current maturity levels as determined by the executive Assessment Group.
- 4.2. Areas identified for further development include:
 - Understanding Communities: enhancing our approach to 'mapping' local communities, by utilising existing resources more efficiently, will improve the quality of Neighbourhood Profiles and service provision.
 - Vision and Values: significant work is already underway through the Serving Sussex 2015 programme of work, building on the success of Serving Sussex to define Force values and vision.
 - Feedback mechanisms: Opportunities exist, through the use of Customer Insight groups to develop a more reflective continuous improvement culture.

- Staff engagement: the new Workforce Opinion Survey will inform our understanding of perceived levels of engagement, empowerment and involvement.
- Workforce Plan: promotion and delivery of this recently revised Plan.
- Evaluation: developing a culture where the evaluation of embedded activity and organisational change becomes 'the norm' will promote efficient and effective practice and enhance our ability to share local practice across the Force.

Conclusion

- 5.1. Use of the Framework has enabled the Force and Authority to begin and identify gaps in workforce productivity. Although still in the early stages work is currently underway to identify what activity can now be taken to improve in these gaps in the short term in preparation for the HMIC inspection later in the year.
- 5.2. Further work is still required to ensure that all available evidence has been captured and the Force and Authority is able to fully verify the proposed maturity levels. During that ongoing process longer term activity will be identified to build on productivity and increase levels of maturity.

Recommended - that

- (1) the report is noted; and
- (2) further update reports will be provided to the Scrutiny Committee on a regular basis.

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Productivity Framework: Maturity Level Assessment

Leading		Maturity Level
L1. Consults communities	<p>The authority consults with its communities to identify their concerns.</p> <p>It balances these against the national policing priorities in producing its local policing plan and communicates the rationale for decision-making back to the public.</p> <p>It uses the policing plan to hold the Chief Officer Team to account</p>	Level 2: Most community groups engaged, priorities agreed and public kept informed
L2. Compelling Vision	<p>Leaders promote and advocate a compelling vision embedding customer service and equality and diversity - the workforce has sufficient knowledge and understanding to deliver it.</p> <p>They create an organisation that empowers all staff to feel able to play their part in converting the vision into reality.</p> <p>The police authority holds the Chief Officer Team to account for making this vision a reality.</p>	Level 1: Vision created and communicated
L3. Partnership Delivery	<p>The force works purposefully with delivery partners to enable achievement of the policing priorities.</p> <p>This takes place at multiple levels with the local community (which might include local, regional and/or national groups as appropriate).</p>	Level 3: Partnership working which adds real (measurable) value
Organising		Maturity Level
O1. Responding to demand	The Authority ensures the force has efficient and effective systems and processes that enable it to respond to demand appropriately. It challenges the Chief Officer Team to deliver workforce productivity	Level 2: Action plans developed and regularly reviewed
O2. Workforce mix	The force ensures the workforce size, mix and profile are aligned to its policing priorities in order to provide the optimal level of service to the community	Level 2: Fully understands demand profile – resources aligned accordingly
O3. Resource deployment	The force deploys resources to meet demand for policing	Level 3: Shift patterns aligned in response, neighbourhood and investigation
O4. Empowered to improve	The workforce is empowered and supported to improve delivery for the public	Level 1: Processes and structures exist
O5. Performance management	Value for money considerations balanced against organisational risk underpins planning and performance management processes. The police authority holds the Chief Officer Team to account for performance and how the money is used	Level 3: Managing multiple interconnected change programmes
Developing		Maturity Level
D1. Workforce Plan	A workforce plan is developed and in place which identifies the knowledge and skills required to deliver a quality service	Level 2: Skills gaps supported by development initiatives and consideration of the future
D2. Managing Change	The force builds organisational change capability and capacity. It has the skill to ensure the organisation is best configured to deliver a quality service in the short, medium and long term	Level 2: Need for specific skills sets recognised and investment made
D3. Personal Responsibility	Supervisors manage and assess the performance and development of individual officers and staff appropriately and fairly. Individuals take personal responsibility for their performance	Level 2: Business objectives shape the skills required by the workforce