



Resourcing Policy

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1 Policy

1.1 Vision of the Strategic Alliance

Working together as it can offer the best opportunity to:-

- Develop service delivery to the public
- Ensure delivery against the PCCs' Police and Crime Plans
- Retain a local policing identity
- Ensure resilience around our Strategic Policing Requirement
- Maximise value for money
- Maximise opportunities for the ongoing personal/professional development of our staff

This approach also satisfies the set critical success factors as follows:-

- Both Forces mitigate/manage their greatest threat, harm and risks
- Both Forces achieve their medium term financial strategies
- The strategic policing requirement continues to be met with reducing resources
- A transformational approach to service delivery
- Both Forces adapt and respond to change in an agile and positive way
- Opportunities to invest in new capabilities to meet emerging threats and technology

The principles of this policy apply to those in the service/employ of both Devon and Cornwall Police and Dorset Police, as identified within clause 1.2, whether part of a Strategic Alliance department or not.

1.2 Statement of Intent – Aim and Rationale

Devon and Cornwall Police and Dorset Police people management policies reflect the organisations' strategic vision and provide the high level principles and ethos that underpin an extensive range of people management step by steps and procedural guidance.

Both Forces are committed, in line with seasonal demand, to delivering the best possible service to the communities they serve; recognising that effective recruitment and movement of people to appropriate roles within each Force is vital to both Devon and Cornwall Police and Dorset Police; in particular, enabling each Force to successfully deliver its 'mission'.

Both Forces are committed to the following principles underpinning the Resourcing Policy:

- Through the application of consistent and sound procedures, ensuring a fair, equitable, appropriate and systematic approach is adopted to recruitment, movement, retention and promotion.
- Employment legislation and Police Regulations are complied with across all resourcing processes.

This policy applies to all individuals including: police officers, police staff, special constables, police volunteers, agency workers, contractors/consultants (in liaison with Procurement, as appropriate), individuals on secondment (subject to the terms of the secondment) and those within the scope of the Strategic Alliance and other regional initiatives. **Please note:** Where this policy refers to other Force policies or procedures, individuals should refer to the specific document to establish whether they are covered by the relevant provisions.

1.3 National Decision Model

The National Decision Model (NDM) is the primary decision-making model used in both Dorset Police and Devon and Cornwall Police. Where applied it ensures that ethical (see Code of Ethics), proportionate and defensible decisions can be made in relation to operational and non-operational policing. The latest guidance can be found via this [APP link](#).

1.4 Code of Ethics

The Code of Ethics underpins every policy, procedure, decision and action in policing today and staff are reminded of the need to comply with the standards and principles of the [Code of Ethics for policing](#).

1.5 General Data Protection Regulations (GDPR) Compliance Statement

Devon and Cornwall and Dorset Police are committed to ensuring the security and protection of the personal information that we process, and to provide a compliant and consistent approach to data protection. Our policies and procedures have been developed taking into account the principles of the General Data Protection Regulations (GDRP).

2 Standards

2.1 Legal Basis

The Resourcing Policy and associated procedures support legislation and guidelines contained within (but not limited to) the:

- Health & Safety at Work Act 1974
- Employment Rights Act 1996
- Police (Promotion) Regulations 1996
- Data Protection Act 2018
- Human Rights Act 1998
- Freedom of Information Act 2000
- Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 (as amended in 2008)
- Transfer of Undertaking (Protection of Employment) Regulations 2006 (as amended 2014)
- Equality Act 2010/Public Sector Equality Duty
- Agency Worker Regulations 2011
- Police (Promotion) (Amendment) Regulations 2014
- Police Regulations and Determinations
- Guidance on Police Officer and Staff Secondments agreed by the Police Advisory Board for England and Wales

2.2 Any Other Standards

Devon and Cornwall Police and Dorset Police 'people management' policies reflect the commitment by each Force to those within their service/employ (as defined within 1.2) and are underpinned by the highest standards of integrity. Each policy provides a high-level set of principles, which are supported by procedures, working practices and guidance. By nature, however, it is not possible to cover every eventuality that may occur within the context of 'people management'. It may be necessary to vary the approach to ensure matters are dealt with in the

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most efficient/appropriate way whilst maintaining equity and fairness. Where such variation may be necessary, in line with the National Decision Making Model, this must be justifiable in these terms and supportive of the legislation and guidelines listed in 2.1 above.

2.3 Assessment Compliance

This document has been drafted and audited to comply with the principles of the Human Rights Act. Internal and external equality and diversity issues have also been considered to ensure compliance with equality legislation and policies. In addition Data Protection, Freedom of Information, Management of Police Information and Health and Safety issues have been considered. Adherence to this document will therefore ensure compliance with all relevant legislation and internal policies.

2.4 Consultation

Full consultation is undertaken for new policy, full version changes and the equality impact assessment screening deems necessary.

Full details of consultation including feedback and changes made as a result are recorded on a separate document, the Consultation Template and retained for audit purposes.

2.5 Monitoring

The Strategy and Policy Lead Resourcing & Talent Planning is responsible for overseeing this policy to ensure a consistent Force approach is maintained. Monitoring will be primarily carried out subject to Force processes of continuing review.

2.6 Enquiries and Feedback

2.6.1 Enquiries

For day to day enquiries relating to this policy, associated procedure and/or guidance/ working practice, please contact Business Support Services on:

Devon & Cornwall Police:

Telephone: 302900 (external 01392 225900)

E-mail: Resourcing@devonandcornwall.pnn.police.uk

Dorset Police:

Telephone: 700 3764 (external 01202 223764)

E-mail: Human-resources@dorset.pnn.police.uk

2.6.2 Feedback

Feedback on the policy of a strategic nature can also be submitted in writing, or by e-mail to:

Strategy & Policy Team, G33, Homer House, Middlemoor HQ, Exeter, Devon, EX2 7HQ

E-mail: StrategyandPolicyTeam@devonandcornwall.pnn.police.uk

3 Principles and Ethos

This section sets out the high level principles and ethos and, as appropriate, is supplemented by procedural guidance and / or working practice documents as listed in Section 4.0.

3.1 Introduction

The key to effective resourcing is having the right people, and the right number of people, with the right skills, in the right jobs, in the right place and at the right time; enabling Devon and Cornwall Police and Dorset Police to meet both short and long term resourcing requirements.

The principles of this policy apply to the following areas:

- Recruitment of police officers, special constables and police volunteers
- Transferee recruitment
- Police officer postings
- Recruitment and selection of police staff (including apprentices)
- Recruitment of agency workers
- Promotion
- External secondments, internal attachments, lateral moves within each Force and redeployment
- Management of roles within the scope of the Strategic Alliance and other regional initiatives, as appropriate.

Both Devon and Cornwall Police and Dorset Police are committed to being equal opportunities employers in line with advice and guidance provided by the Equality & Human Rights Commission. In line with the Equality Act 2010 both Devon and Cornwall Police and Dorset Police will not unlawfully discriminate on the grounds of, by perception, or by association with, any of the nine protected characteristics; age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or any other factor which cannot be justified.

3.2 Principles

This policy is supported by a series of practical procedures to assist with its effective and consistent implementation. The overriding principles of the policy are:

3.2.1 Standards

Devon and Cornwall Police and Dorset Police are signed up to ‘Standards of Professional Behaviour’, which puts honesty, integrity, courtesy, respect, equality, diversity and fitness for duty at the forefront of how the Force operates. All candidates are expected to adhere to these standards.

3.2.2 Health, Safety and Wellbeing

Devon and Cornwall Police and Dorset Police will ensure, as part of organisational responsibility, that full consideration is given to both health & safety and wellbeing as part of planning for, and the implementation of, resourcing processes.

3.2.3 Equality and Diversity

Equality monitoring will take place as part of all internal and external resourcing processes.

Active consideration will be given to the use of positive action as part of resourcing processes, where appropriate, and where there is evidence of under representation.

As part of established resourcing processes, both Devon and Cornwall Police and Dorset Police will ensure that at least one trained member will form part of short listing and interview panels; supporting each Forces' commitment to consistency, fairness and equality. Training provided by either Force will include a focus on selection skills, interview techniques and an awareness of the risks of potential unlawful discrimination and bias (both conscious and unconscious). Where, in exceptional circumstances, a trained member is not available, authorisation to proceed must be sought from the Resourcing Manager, who must be content adequate knowledge is held by those involved to ensure the Forces' commitment to consistency, fairness and equality will be met at all stages of the process.

3.2.4 Recruitment

Devon and Cornwall Police and Dorset Police are both committed to being 'employers of choice', leading by example and recruiting for the successful future of policing.

Line managers, and those involved in recruitment and development processes, will adopt a fair approach to resourcing at all times and one that does not unlawfully discriminate.

Procedures are based on identifying the best person for the job, based on the required skills, knowledge, experience, abilities and potential. Unlawful discrimination of any form will not be tolerated. Consideration will be given to positive action, where appropriate as set out within 3.2.3 above.

All police officers, police staff, special constables and police staff volunteers will be vetted to an appropriate standard as an integral part of the initial recruitment process. All vetting clearances are subject to periodic review and can also be reviewed at any time at the discretion of the Force Vetting Manager. A review of vetting clearance will always be carried out in respect of internal applicants applying for different posts and/or changing employment group.

Police officer appointments are made solely on the criteria of merit and potential to become an effective police officer. Every effort is made to ensure assessment techniques are free from any bias; preventing unlawful discrimination.

Devon and Cornwall Police and Dorset Police will seek accreditation under appropriate schemes in positive support of this policy. For example, both Devon and Cornwall Police and Dorset Police are accredited under the 'Disability Confident' Scheme, support the principles of the 'Mindful Employer' Charter and, are signed up to the Blue Light Pledge. All applicants with a disability, on informing either Force, will be guaranteed an interview provided they meet the essential criteria for the role.

As part of each Force's organisational responsibility, the Alliance People Department (Resourcing and Development) and all those involved in resourcing processes, will demonstrate a commitment to making reasonable adjustments, where reasonably practicable, for individuals with a disability; enabling all candidates to participate and perform to their full potential.

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Fitness testing undertaken as part of both Devon and Cornwall Police and Dorset Police resourcing processes, will be carried out in line with established Force fitness testing procedures.

3.2.5 Redeployment

Where there is organisational need to re-deploy, this process will be managed, as appropriate, in line with the principles set down within Devon and Cornwall Police and Dorset Police redeployment policies and procedures (police staff) and Priority Posting List (PPL) procedural guidance (police officer) and the Alliance Management of Change Guide.

3.2.6 Transfers

Subject to organisational requirements, Devon and Cornwall Police and Dorset Police may run specific campaigns to attract applications for transfer from suitably qualified officers who are currently serving with other police forces, as part of its transferee recruitment programme.

3.2.7 External Secondments/Temporary Internal Attachments

All applications for external secondments and temporary internal attachments will be managed in line with Force procedure, ensuring a fair and equitable approach and the prevention of unlawful discrimination.

3.2.8 Promotion

Devon and Cornwall Police and Dorset Police will identify, through a fair and objective process, suitably qualified officers/staff with the appropriate knowledge and skills to take on the responsibilities of a higher rank or grade.

3.2.9 Police Officer Postings

All authorised vacancies will be filled in accordance with the policing needs of each Force.

In line with the principles of both the Postings Procedure, the associated guidance for hard to fill posts and, taking into consideration priorities set from time to time by the Chief Constable for Devon and Cornwall Police and the Chief Constable for Dorset Police, officers can, as appropriate, be posted to serve anywhere within the appropriate Force area. In most instances compulsory postings will only be considered when all other options to fill the post in question have been exhausted.

All applications for a transfer into a different posting will be managed in line with Force procedure, ensuring a fair and equitable approach and the prevention of unlawful discrimination.

3.2.10 Appeals

Where there is an appeal mechanism in place, the relevant process will be applied in line with the procedures set down within the associated 'Step by Step' or supporting guidance.

3.2.11 Responsibility and Monitoring

Line managers, in liaison with the People Department (Resourcing & Development), are responsible for monitoring resourcing processes ensuring these are dealt with promptly and effectively, that records are kept as appropriate, and that all parties are informed of progress and outcomes.

All individuals involved in administering resourcing procedures, including any external experts who assist with the resourcing process, must familiarise themselves with both policy and associated procedural 'Step by Steps' or supporting guidance.

Line managers will ensure individuals have access to the Employee Assistance Programme (EAP) for support, where appropriate.

Equality monitoring will be undertaken with all job applicants and new starters in line with established resourcing procedures.

4 Related Documents and Useful Links

4.1 Policy

Extension of Service for Police Officers Policy (DP) **(under review)**
Police Staff Probation Policy (DP) **(under review)**
Provision of References Policy (DP) **(under review)**
Redeployment Policy (DP) **(under review)**

4.2 Procedure

Alliance NPPF Promotion Procedure
Alliance Senior Rank Promotion Procedure
Police Staff Recruitment and Selection Procedure (DP) **(under review)**
Fixed Term Contract Procedure (Police Staff) (DP) **(under review)**
Relief Workers (Casual) Workers Procedure (DP) **(under review)**
Succession Planning Procedure (DP) **(under review)**
Police Officer Posting and Selection Procedure (DP) **(under review)**
Police Staff Probation Procedure (DP)
Extension of Service for Police Officers Procedure (DP)
Provision of References Procedure (DP)
Transferee Recruitment and Re-joiners Procedure (DP)

4.3 Guidance / Working Practice

Links to specific Guidance/Working Practices can be found within the relevant Procedure document.

4.4 Other useful documents/links

5 Consultation and Authorisation

5.1 Authorisation of this Version

Version No: 1.2	Name	Date
Prepared:	Strategy and Policy Lead (56336)	16.07.19
Authorised:	Head of People Strategy & Policy (54156)	16.07.19
Quality assured:	Policy Team, Dorset Police (7403)	16.07.19

6 Version Control

6.1 Review

Date of next scheduled review	1 YEAR FROM PUBLICATION
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6.2 Version History

Version	Date	Reason for Change	Created / Amended by
1.0	03.05.18	Approved by QSPB	Strategy and Policy Lead – Resourcing and Talent Planning (54094)
1.1	24.06.19	Changes to email addresses and contact numbers in 2.5.1 as requested by Strategy and Policy Lead on 19.03.19	Policy Team, Dorset Police (7403)
1.2	16.07.19	Change to email addresses in 2.5.1 and document placed on new document template as requested by Strategy and Policy Lead.	Policy Team, Dorset Police (7403)

6.3 Document History

Present Portfolio Holder	Strategy & Policy Lead – Resourcing & Talent Planning (54094)
Present Document Owner	Head of People Strategy and Policy (54156)
Present Owing Department	Strategic Alliance People Department
Details only required for version 1.0 and any major amendment ie 2.0 or 3.0:	
Name of Board:	Strategic People Board
Date Approved:	03.05.18
Chief Officer Approving:	Director of People (95658)

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