



Working for the Public Productivity Framework

Contents

- 2** Introduction
- 3** Context
- 4 - 5** Summary
- 6 - 10** Overview of the themes: *leading, organising and developing*
- 11 - 18** Productivity Framework
- 19** Annex 1 - Contextual list of sources and references
- 19 - 26** Annex 2 - Evidence
- 27 - 28** Annex 3 - Glossary and definitions

Introduction

In 2008, The Government's policing Green Paper, *From the Neighbourhood to the National: Policing our Communities Together*, set out improvements to the development and deployment of the police workforce.

Her Majesty's Inspectorate of Constabulary (HMIC) is to conduct a major inspection in 2010, entitled 'Working for the Public', to assess the progress of forces and authorities on the recommendations made.

To support forces and authorities, a tripartite steering group, assisted by the NPIA and HMIC, has developed the Productivity Framework. The Productivity Framework (in addition to many other tools) will inform the 'Working for the Public' inspection. However, it does not constitute the inspection methodology. This will be developed separately by HMIC focusing on addressing public interest issues in consultation with colleagues. The Productivity Framework provides a focus for sustainable improvement activity, leading up to and beyond the inspection.

The framework has been designed to support the overall strategy for the police service workforce. It should 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. It should be the ambition that all activities are targeted towards achieving the highest level of productivity.

The work has identified the attributes which contribute to workforce productivity and collated evidence and good practice from within and beyond the police service (see Annex 2).

Consultation with force chiefs, police authority chairs and other interested parties from both inside and outside the policing sector has helped to inform and refine the framework. This is a living document, which will be routinely updated and circulated as and when new evidence emerges illustrating workforce productivity improvements.

Context

In the current financial climate, the emphasis on value for money is increasing. Police authorities and forces must prove their commitment to enhancing productivity and ensure the optimal level of resources is directed towards the frontline. Resources need to be used 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 need to focus on workforce effectiveness to deliver the outcomes that matter most to the public. Forces and authorities must seek to answer the question: “Is the public getting a good deal from investing in the police workforce?”

The public needs assurance as to whether each force is providing value for money in every aspect of policing. The workforce accounts for approximately 80% of the policing budget, so it is vital to know if each force is using its workforce in the most productive manner.

Research shows that the public want to know what the service does with the resources it has available. With officer and staff numbers at historically high levels, forces and authorities need to be satisfied that those resources are matched to public demand for policing services. The public want to be able to see the police. Focusing on workforce productivity will contribute to the service’s ability to deliver on this.

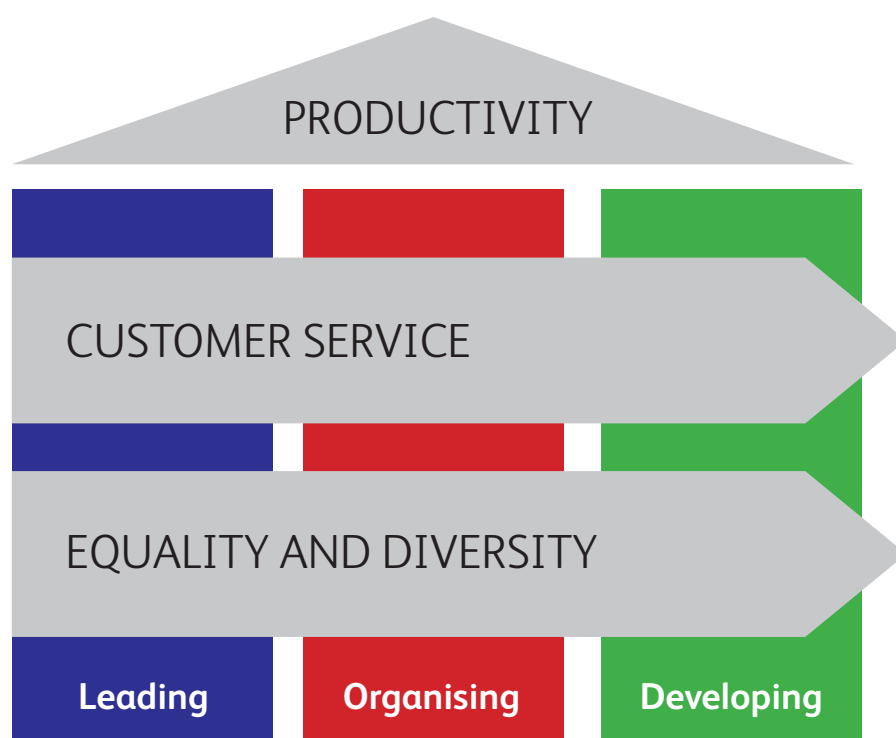
As value for money becomes more central to service delivery, forces and authorities will need to utilise more sophisticated approaches to productivity analysis, for example using benchmarked data and comparative profiles. This may include examining proportions of staff in different functions, establishing whether this is in line with the force stated priorities and the match of resources to demand profiles.

Summary

The Productivity Framework is constructed around three core themes essential to productivity: **leading, organising** and **developing** the workforce. An overview detailing the components within each theme is shown below:

Leading	Organising	Developing
<ul style="list-style-type: none"> • Consults communities • Compelling vision • Partnership delivery 	<ul style="list-style-type: none"> • Responding to demand • Workforce mix • Resource deployment • Empowered to improve • Performance management 	<ul style="list-style-type: none"> • Workforce plan • Managing change • Personal responsibility

Customer service and equality and diversity are two critical crosscutting themes which are embedded throughout the Productivity Framework:



The framework has been designed as a maturity model to provide a systematic approach for benchmarking performance. It supports the overall strategy for the workforce and provides a template for forces and authorities to assess and improve workforce productivity on an ongoing basis. It is central to the way in which delivery for the public can be improved.

Within each theme there are a series of descriptors that describe capability, ordered in four levels of maturity. The maturity levels describe a hierarchical collection of behaviours and actions which contribute to productivity. Forces can use the maturity levels to plot current capability and decide where they wish to improve.

Example descriptor for the theme of **leading**:

The force works purposefully with delivery partners to enable achievement of the policing priorities.

This takes place at multiple levels with the local community (which might include local, regional and/or national groups as appropriate).

Maturity level 1: ad hoc partnership projects

Maturity level 2: partnership initiatives (operational activities and local problem solving)

Maturity level 3: partnership working which adds real (measurable) value

Maturity level 4: joined up strategic planning

Performance at level one would indicate improvement is needed. Performance at level four would indicate the force has a strong grip on how the workforce is used.

Forces performing at the highest level of maturity would be seen, both inside and outside the service, as having a highly productive workforce. In addition, the force would demonstrate the behaviours and actions that have taken them through the lower levels to their current level of productivity. Police authorities will, at the upper end of the spectrum, display a strong focus on the effectiveness of the total workforce.

The framework is deliberately challenging and should be seen as a road map for all to use their workforce more productively for the public. We would expect forces and authorities to take the steps necessary to meet the upper level of performance over time.

A glossary of terms and definitions can be found in Annex 2. However, please see below an illustrative description of the leadership terminology used throughout this framework.

Chief officer team: ACPO and directors

Leaders: Typically the rank of Inspector to Chief Superintendent and the equivalent staff grades

Supervisors: Sergeants and other first line managers

This breakdown recognises the vital contribution and importance of leadership across all levels.

Overview of themes: *Leading, Organising and Developing*

Over the next few pages is an overview of the Productivity Framework's three themes; ***leading, organising*** and ***developing***; the descriptors within each theme; and a summary for each of the four maturity levels.

The framework is laid out in full detail on pages 11 to 18.

Overview: Leading

L1 - The authority consults with its communities to identify their concerns.

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.

It uses the policing plan to hold the chief officer team to account.

1 Limited community engagement, basic analysis/some priorities identified

2 Most community groups engaged, priorities agreed and public kept informed

3 Two-way dialogue about (public) wants/needs

4 Sustained policing priority process captures differing local needs

L2 - Leaders promote and advocate a compelling vision embedding customer service and equality and diversity - the workforce has sufficient knowledge and understanding to deliver it.

They create an organisation that empowers all staff to feel able to play their part in converting the vision into reality.

The police authority holds the chief officer team to account for making this vision a reality.

1 Vision created and communicated

2 Leaders demonstrate values and behaviours

3 Widespread adoption of the vision

4 The vision is fully embedded and remains relevant to all

L3 - The force works purposefully with delivery partners to enable achievement of the policing priorities.

This takes place at multiple levels with the local community (which might include local, regional and/or national groups as appropriate).

1 Ad hoc partnership projects

2 Partnership initiatives (operational activities and local problem solving)

3 Partnership working which adds real (measurable) value

4 Joined up strategic planning

Overview: Organising

O1 - The authority ensure 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.

1 Targets set following consultation

2 Action plans developed and regularly reviewed

3 Comprehensive understanding of business demand

4 Informed and effective - integral to achieving value for money

O2 - 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.

1 Broadly aligning workforce to public priorities

2 Fully understands demand profile - resources aligned accordingly

3 Widespread application across the force

4 Forward looking, sustainable, monitored approach

O3 - The force deploys resources to meet demand for policing.

1 Demand profile used to plan deployment priorities

2 Shift patterns aligned in response and neighbourhood teams

3 Shift patterns aligned in response, neighbourhood and investigation

4 Working patterns considered on inter-operability basis

Overview: Organising

04 - The workforce is empowered and supported to improve delivery for the public.

1 Processes and structures exist

2 Direction set - encouraging ideas from workforce

3 Improvements to service delivery integrated force-wide

4 Professional judgment widely used to improve service delivery

05 - Value for money considerations, balanced against organisational risk, underpin planning and performance management processes.

The police authority hold the chief officer team to account for performance and how the money is used.

1 Identifying areas for improvement

2 Implementing changes whilst maintaining performance

3 Managing multiple interconnected change programmes

4 Creating culture of continuous improvement and learning

Overview: Developing

D1 - A workforce plan is developed and in place, which identifies the knowledge and skills required to deliver a quality service.

1 A plan outlines the skills required to deliver short-term objectives

2 Skills gaps supported by development initiatives and consideration of the future

3 Succession planning covers 2-3 years overview

4 Building organisational capability - optimal structure/mix identified

D2 - 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.

1 Ad hoc and limited organisational development skills

2 Need for specific skills sets recognised and investment made

3 Implementation of change is evidence/risk based and evaluated

4 Continuous organisational improvements with sustained benefits for the public

D3 - Supervisors manage and assess the performance and development of individual officers and staff appropriately and fairly. Individuals take personal responsibility for their performance.

1 Performance is assessed objectively

2 Business objectives shape the skills required by the workforce

3 Focus on quality of service that enables personal responsibility

4 Sophisticated performance and culture of taking personal responsibility

Leading

L1 – The authority consults with its communities to identify their concerns. It balances these against the national policing priorities in producing its local policing plan and communicates the rationale for

1 Limited community engagement, basic analysis/ some priorities identified

Some representative community groups and their priorities have been identified. Information gathered through this process is used to identify policing priorities at force level.

The authority monitor the delivery of these priorities, holding the chief officer team to account.

2 Most community groups engaged, priorities agreed and public kept informed

Most diverse community groups have been identified and their views are taken into account to identify policing priorities at force level. Consideration is given to consulting and engaging with new and emerging diverse communities.

Using analysis of feedback, diverse community groups are kept informed of progress in delivering those priorities and the authority takes steps to find out their views in order to hold the chief officer team to account.

L2 – The chief officer team promotes and advocates a compelling vision embedding customer service and equality and diversity. The workforce has sufficient knowledge and understanding to deliver it. The chief officer team

1 Vision created and communicated

The chief officer team develops a vision which promotes positive values in effective customer service, equality and human rights, in accordance with the needs of community groups.

The police authority critique and agree the vision.

The police authority and force work together to communicate the vision both internally and externally.

2 Leaders demonstrate values and behaviours

Those who lead teams put the vision at the core of team activity and encourage overall improvements, including positive diversity behaviours and effective customer service.

Leaders implement systems to monitor workforce behaviours and values.

The police authority takes steps to test that the vision is sufficiently stretching and that real cultural change is starting to take effect.

L3 – The force works purposefully with delivery partners to enable achievement of the policing priorities.

1 Ad hoc partnership projects

There is a high-level understanding of how different community group perceptions affect priorities and partnership activity.

The force participates in statutory and non-statutory multi-agency activities. These are reflected in the plan to deliver for the public.

There is an understanding of how policing and partnership activity can deliver improved intelligence, public co-operation and community cohesion.

The police authority sets out a clear ambition for partnership working in their force.

2 Partnership initiatives (operational activities and local problem solving)

Partners have an agreed role in delivering the priorities which are clearly set out within the delivery plan.

Leadership skills are applied to drive productive partnership working.

There is clear commitment to joint planning and multi-agency operational activities. Analysis of local problems is shared and joint problem solving is undertaken.

The police authority looks to see if partners and local communities give positive feedback about partnership working.

decision-making back to the public. It uses the policing plan to hold the chief officer team to account.

3 Two-way dialogue about (public) wants/needs

Successes and failures are communicated to representative groups as part of the review process to assess delivery of priorities.

Outcomes from this process feed into how priorities are identified; balanced with national priorities; and delivered in the future.

4 Sustained policing priority process captures differing local needs

Long-standing arrangements between the force, the authority and representative community groups enable the identification and agreement of policing priorities. These arrangements include mechanisms for identifying new and emerging diverse communities and capturing different and changing local needs.

The authority uses data gathering and analysis techniques to better understand diverse local communities and their differing and changing needs.

create an organisation that empowers all staff to feel able to play their part in converting the vision into reality. The police authority holds the chief officer team to account for making this vision a reality.

3 Widespread adoption of the vision

The workforce uses the vision to shape the service they deliver to their communities.

Organisational structures, procedures and policies are designed to enable delivery of the vision.

The police authority checks progress towards the vision and tests for continuing relevance, to meet the needs of the community.

4 The vision is fully embedded and remains relevant to all

The force is recognised by partners and community groups as having delivered positive diversity outcomes.

The vision has endured over time and remains relevant. It has been embedded across all aspects of the organisation and is evident in workforce values, behaviours and standards. It is an intrinsic part of the organisation's culture.

This takes place at multiple levels with the local community (which might include local, regional and/or national groups as appropriate).

3 Partnership working which adds real (measurable) value

There is a shared understanding between the force and authority of how policing and partnership activity impacts on crime and confidence levels.

Decisions taken by the workforce are informed by analysis of the data.

The police authority also uses this data to hold the chief officer team to account.

4 Joined up strategic planning

Partnership working has led to sustained positive outcomes.

The force positively influences other partners to share accountability for outcomes and secures opportunities for mutual benefit.

The benefits of partnership working are aligned with strengthening organisational capability.

Organising

01 - 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.

1 Targets set following consultation

The authority challenges the chief officer team across the minimal areas of statutory responsibility and sets targets in consultation with local communities and the workforce. The force supports the authority in doing this.

The authority reviews and analyses the level and range of skills available in the workforce. In consultation with the force, the workforce and communities, the authority sets recruitment, retention and progression targets for under-represented groups.

2 Action plans developed and regularly reviewed

The authority sets stretching targets and has a formal process in place to review progress towards them. It ensures changing priorities are taken into consideration.

They ensure actions have been developed by the force to address gaps in service delivery.

02 – 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.

1 Broadly aligning workforce to public priorities

The force seeks to minimise the number of officers in administrative roles. These changes have been fully equality impact assessed.

It benchmarks the distribution of officers and staff across its largest functions using best practice from other forces/organisations.

Assessment is made of force resilience to deal with day to day requirements.

2 Fully understands demand profile – resources aligned accordingly

The force uses policing priorities to inform how the organisation is structured and resources are distributed.

The force has considered the profile of its workforce and how they can be best used to improve levels of service to the communities it serves.

Resilience requirements, in different circumstances, are understood and inform the workforce mix.

03 - The force deploys resources to meet demand for policing.

1 Demand profile used to plan deployment priorities

Deployment is based on the understanding of day-to-day demand profiles. There is ad hoc reactive communication with the public.

The force has analysed demand and taken into account risk, threat and harm considerations.

They have used this data to plan deployment priorities.

Consideration is given to improving service delivery through flexible working. The force promotes work-life balance to enhance delivery and resource efficiency.

The force's policy on overtime sets out the accountability and authorisation process for overtime and the level at which decisions about overtime should be made. Supervisors are aware of the force's policy.

2 Shift patterns aligned in response and neighbourhood teams

The force provides supervisors with the data, skills and tools needed to align the right people in the right place at the right time. It looks at demand and plans activities on the basis of anticipated changes in workload.

It has undertaken detailed analysis of response and neighbourhood demand and reviewed its shift patterns to optimise deployment.

The force has a plan articulating the level and type of business support required by different operational areas.

Supervisors are held to account for their use of overtime and there has been some control applied to the level of spending on overtime.

3 Comprehensive understanding of business demand

All authority members can explain the demand for policing, current performance and priorities. They understand how the authority contributes towards delivery for the public.

The authority has established a process to seek feedback from communities in order to ascertain how well the force is meeting demand.

4 Informed and effective - integral to achieving value for money

The authority challenges the force in a way which adds significant value.

The challenges are judged, both internally and externally, to be appropriate, informed and effective - leading to demonstrable improvements to how the force is run.

3 Widespread application across the force

The force has applied learning about the workforce mix and profile across all functions.

It has taken steps to join up business support functions and make use of collaborative arrangements and shared services.

The resources available to the force consistently match demand and priorities.

4 Forward looking, sustainable, monitored approach

Over a prolonged period, the force has developed an integrated and mixed workforce that focuses on customer service.

A plan is in place for mutual aid and collaboration to meet demand, minimise risk and make best use of specialist skills across the workforce.

3 Shift patterns aligned in response, neighbourhood and investigation

The force uses existing demand data and business assumptions to model and project demand into the medium to long-term (18-36 months ahead).

It uses this information to influence plans about how it resources its operations across its largest functions – response, neighbourhoods and investigation.

The authority focuses on continuous improvement across all areas of resource deployment to maximise value for money.

The force routinely identifies high spending individuals and teams. Supervisors are routinely challenged on their use of overtime and are held to account.

4 Working patterns considered on inter-operability basis

A sophisticated understanding of demand exists, is reviewed and informs resource deployment accordingly. Changes in demand are anticipated by detailed resource planning.

Shift patterns across the organisation maximise inter-operability between departments.

Corporate risk, equality impact assessment and VFM are integrated in to the decision-making process and business support functions are configured to provide effective support to frontline delivery.

The force has reduced spending on overtime over a sustained period.

Organising

04 – The workforce is empowered and supported to improve delivery for the public.

1 Processes and structures exist

There is an effective process in place to enable the workforce to suggest ideas and initiatives to improve delivery for the public.

Support and management structures exist to enable supervisors to fulfil a clear role. Leaders work with supervisors to shape delivery focusing on the quality of service.

2 Direction set - encouraging ideas from workforce

Strategic direction is translated in to clear team and individual priorities. The workforce feel valued and encouraged to improve delivery for the public.

Resources and support are available to the workforce to develop their ideas which lead to service improvements.

Supervisors with the support of leaders are prepared to act on ideas and initiatives suggested by the workforce.

05 – Value for money considerations balanced against organisational risk underpin planning and performance management processes.

1 Identifying areas for improvement

Value for money focuses on day-to-day delivery. The force looks for practical initiatives to enhance activities and identifies opportunities where process improvement work can be undertaken.

The force has access to management information to support its analysis of workforce performance.

The force understands how equality and diversity outcomes impact on resource efficiency and VFM.

The police authority exercises their scrutiny role by formally participating in the force performance management process.

2 Implementing changes whilst maintaining performance

The force is able to identify, through the use of performance management information, the effect its resources have on the delivering priorities.

The force has begun business process improvement, which has clearly defined benefits and integrates equality impact assessment considerations. It has assigned resources to realise these benefits.

The police authority challenges the business case and understands the risks in order to be confident the outcomes add value to service delivery.

3 Improvements to service delivery integrated force-wide

Good practice from ideas are integrated force-wide. The workforce understands and is able to articulate the benefits.

Supervisors feel consistently able to manage their workload and supervise their teams effectively.

Discretion is devolved to the lowest possible level to facilitate problem solving.

4 Professional judgment is widely used to improve service delivery

Supervisors are empowered and confidently use proportionate, risk based professional judgement to continuously improve service delivery. This is supported, valued and encouraged by the chief officer team, other leaders and the wider organisation.

Implemented ideas and initiatives are evaluated and lessons are identified and learned.

Communities recognise and provide feedback illustrating the workforce is more responsive to their individual needs.

The police authority holds the chief officer team to account for performance and how the money is used.

3 Managing multiple interconnected change programmes

There is a programme of process improvement work identified through rigorous business planning.

The police authority is clear about the risks and benefits accompanying change and, where necessary, sets aside funding for change programmes.

The authority is able to explain the impact of the resource choices on the quality of the service provided to the public.

4 Creating culture of continuous improvement and learning

The chief officer team and other leaders have embedded a culture of continuous improvement. The organisation has systems to ensure experiences and learning are identified and shared.

Processes exist to ensure a balance between focusing efforts on individual areas and wider organisational delivery. These processes take account of the differential impact on communities.

The police authority knows the value of each marginal £1 spent and is able to use this information to hold the chief officer team to account for the way in which it spends the force budget.

Developing

D1 - A workforce plan is developed and in place which identifies the knowledge and skills required to deliver a quality service.

1 A plan outlines the skills required to deliver short-term objectives

The force has identified the skills it needs to deliver the policing priorities in the short-term and has an understanding of the skills the workforce currently possesses.

The force is actively filling the gaps and equipping staff with the necessary skills. There is a plan in place to achieve this.

2 Skills gaps supported by development initiatives and consideration of the future

The workforce is acquiring those skills and is supported to do so by the organisation. Development initiatives, internal talent management programmes and assessment / consideration of career paths form part of the plan.

Steps have been taken to understand the future requirements of policing. Proportionate action is taken to address identified skills gaps in the workforce.

D2 - The force builds organisational change capability and capacity. It has the skills to ensure the organisation is best configured to deliver a quality service in the short, medium and long-term.

1 Ad hoc and limited organisational development skills

The force has some overview of the change management and process improvement skills it needs to deliver business change. There is a limited distribution of these skills across the workforce.

The chief officer team and other leaders have identified their individual strengths and are focusing on improving knowledge, skills and experience in areas requiring further development.

2 Need for specific skills sets recognised and investment made

A programme of organisational development is in place. Value for money considerations inform the acquisition of specific skills required to implement the programme.

The chief officer team targets continuous improvement in the quality, efficiency and effectiveness of the organisation's resources.

Innovation is supported – the force looks within and beyond their own boundaries for improvement and explores options including collaboration.

D3 – Supervisors manage and assess the performance and development of individual officers and staff appropriately and fairly. Individuals take personal responsibility for their performance.

1 Performance is assessed objectively

Supervisors link objectives to the policing priorities. There are procedures in place to monitor and manage good and bad performance fairly.

Performance is assessed on objective indicators and supervisors link development to specific business objectives.

2 Business objectives shape the skills required by the workforce

Delivery of policing priorities shapes performance management and development plans. The workforce is equipped with the skills to deliver a quality service to the public.

Supervisors value good performance and tackle bad performance appropriately.

Individuals act on objective performance management feedback.

3 Succession planning covers 2-3 year overview

The plan is kept under periodic review. Measures to support and implement succession planning are in place and are linked to other resource and decision making processes.

The force is beginning to link succession planning to outcomes e.g. improving confidence, customer service and delivering the policing priorities.

The force has a plan which links workforce supply with business demand. It achieves this by identifying skill requirements and optimising workforce mix. Individuals are retained to ensure continuity for the public and maximise learning and development investment.

4 Building organisational capability - optimal structure/mix identified

The force has a well-developed evidence based workforce plan, informed by current and future operational context.

The plan identifies the optimal structure and workforce mix required to deliver a quality service to the communities it serves.

A model is used to assess return on investment for learning and development.

3 Implementation of change is evidence/risk based and evaluated

All change is evidence based, risk and equality impact assessed. The force increases its capability and capacity through a number of options including (where appropriate) transferring skills from specialists to the rest of the workforce.

Leaders have the skills and ability to deliver change. They are also developing the organisation's long-term business model.

Forces build in evaluation of improvement initiatives with outputs and outcomes scrutinised and published for the benefit of the public and the service.

4 Continuous organisational improvements with sustained benefits for the public

The force has a successful history of delivering organisational change. These changes ensure the organisation is best configured to maintain high level of quality in delivering the policing priorities in the short, medium and long-term. The workforce has the ability to adapt and deliver change.

The chief officer team secures new opportunities/solutions to improve service quality. Innovation is embedded in the culture. It is encouraged, supported, funded and evaluated to improve delivery for the public.

3 Focus on quality of service that enables personal responsibility

Performance objectives allow and encourage the workforce to deliver quality outcomes.

The force is able to assess and measure the quality of the service the workforce provides to the public.

Supervisors use this information to manage the performance of their teams.

Individuals actively seek to achieve their full potential in line with business needs.

4 Sophisticated performance and culture of taking personal responsibility

Sophisticated performance management, which is sustained and aligned to policing priorities.

Individuals take personal responsibility for their performance and development and this is facilitated by the organisation in accordance with business needs and priorities.

ANNEX 1

Contextual list of sources and references

The Productivity Framework links to, and draws upon, a number of existing initiatives, data sources and programmes. The list below (which is not exhaustive)

- ADR Data
- A Safer And Confident Neighbourhood Strategy (Draft)
- Comprehensive Area Assessments, Audit Commission KLOE workforce measures 2008
- Confidence Delivery Route Map (Draft)
- Confidence Plans
- Customer Service & Customer Satisfaction Initiatives
- Efficiency & Productivity Strategy for the Police Service 2008-11, Home Office, Association of Police Authorities and Association of Chief Police Officers
- Equality Bill, Government Equalities Office
- Equality, Diversity and Human Rights Strategy for the Police Service
- Equality Standard for the Police Service
- Communicating for Confidence: Insight and Research (2009), Home Office
- Human Rights Guidance for Police Authorities – Monitoring compliance with the Human Rights Act 1998 (Guidance from the APA January 2009)
- captures some of these points of reference and is included to assist in highlighting relevant sources and related material.
- Leading from the Frontline, HMIC Thematic Inspection (July 2008)
- National Improvement Strategy for Policing
- National Workforce Modernisation Programme
- Neighbourhood Crime and Anti Social Behaviour, Audit Commission report
- Neighbourhood Policing Plans & Initiatives
- Police Authority Inspections
- Policing Pledge Initiatives and Inspection
- Public Service Output, Input and Productivity: Measuring Police Inputs, Office for National Statistics (June 2009)
- PURE Assessments
- QUEST
- Reducing Bureaucracy, Jan Berry (September 2009)
- Police Report Card
- Stephen Lawrence Inquiry -10 Years On
- The People Strategy
- Value for Money (VFM) Profiles
- Value for Money in Public Sector Corporate Service, UK Public Sector Audit Agencies

ANNEX 2

Evidence

The Productivity Framework presents a clear illustration of what an effective and productive workforce looks like in the police service. It has been constructed based on a combination of professional judgement, consultation with partners and stakeholders and evidence of learning and good practice both from within and beyond the police service.

Evidence in this context relates to referenced material

ranging from academic research to practical case studies. Rather than proving direct causality, the aim is to offer illustrative examples of how organisations and industries have sought to improve workforce productivity. The table below outlines areas which forces and authorities may wish to target in relation to improving workforce productivity within the **leading, organising** and **developing** themes contained in the framework.

ANNEX 2 - Leading

TOPIC	Evidence		
	Context	Summary of Relevant Findings	Source / Reference
Culture	Four studies conducted between August 1987- January 1991 involving over 207 firms including the largest 9 or 10 companies in 22 different US industries	<p>Corporate culture can have a significant impact on an organisation's long-term economic performance.</p> <p>Those organisations with culture emphasising customers, stakeholders, employees and leadership from managers at all levels outperformed those organisations without these cultural traits.</p> <p>Over an 11 year period the outperforming organisations (mentioned above):</p> <ul style="list-style-type: none"> • Increased revenue by average 682% Vs. 166% • Expanded workforces 282% Vs. 36% • Grew stock prices by 901% Vs. 74% • Improved net incomes by 756% Vs. 1%. 	Kotter, J.P & Heskett (1992) Corporate Culture and Performance. The Free Press Chapter 1 p11-12
	A qualitative study involving structured interviews with staff and managers from a large international firm	Inappropriate culture is one of the six main barriers to provision of high-quality service in companies.	Robert Johnston (2008) Internal Service – barriers, flows and assessment. International Journal of Service Industry Management, Vol. 19 No.2
	Leaders demonstrating customer-focused behaviour	<p>A recurring theme in a study of organisations that deliver excellent customer service is "leadership at all levels demonstrating service excellence in all situations". It is crucial for leadership to drive the service culture, a critical input to the delivery of service excellence. A contributory factor to this is leadership extending to all organisational levels. They set clear direction, in the private sector through vision, mission and values.</p> <p>Aviva are one of the private sector companies who have a continuing focus on leaders at all levels of the company demonstrating customer focused behaviour to act as an example to the frontline. They believe that if leadership does not model desirable behaviour, customer service cannot be delivered. The way leaders behave is crucial to embed the required behaviour in their staff. The input employees receive from their leaders act to shape and mould the way they interact with customers.</p>	<p>Tanner, Johnston, Walker (2007) Quality of Service Commitment Benchmarking Consortium</p> <p>Case study: from interview with Aviva</p>
Employee Engagement & Productivity	Largest Gallup poll in history of over 1 million employees and 80,000 managers to determine if there is a relationship between employee satisfaction and corporate financial performance	<p>Employee satisfaction was found to be a predictor of financial performance.</p> <p>Satisfaction was not related to schedules, benefits or staff responsibilities.</p> <p>Best indicator of employee satisfaction was the quality of employees' relationship with their middle manager.</p> <p>The research affirms the critical role of middle managers in organisational success.</p> <p>Illustration of the importance of leaders' role in nurturing and empowering middle managers.</p>	Buckingham & Coffman (1999) cited in Leatt, P & Porter, J (2003) Where are the Healthcare Leaders? The Need for Investment Leadership Development. Healthcare Papers Vol. 4(1) pp 14-31
	Key drivers of employee engagement	<p>Employees having opportunities to feed upwards.</p> <p>Feeling well informed about what was happening in their organisation.</p> <p>Thinking that their manager is committed to the organisation.</p> <p>Managerial fairness in dealing with problems and respectful treatment of employees also had an important influence on outcomes.</p>	Professor Truss et al Kingston Business School 2006
	A survey of 150 CEOs/HR Directors	99% firmly believed greater employee engagement triggered better company performance (not the other way around).	Research conducted by ETS in 2009 – backs up findings of the McLeod Review also 2009
	Research into managing employee engagement (two public sector and two private sector organisations)	Employees responded positively to opportunities for involvement and increased responsibility.	Kingston University Business School published January 2009

ANNEX 2 - Leading

TOPIC	Evidence		
	Context	Summary of Relevant Findings	Source / Reference
Employee Engagement & Productivity	The National Workforce Modernisation Programme	Staff at three forces cited effective teamwork as a key driver for improved staff satisfaction.	Deloitte 2nd Interim Evaluation Report – Durham, Northumbria and Northamptonshire
	Six case studies conducted in 2008/2009 across a range of public and private sector organisations	<p>Engaged employees are more likely to be satisfied in their jobs and experience positive attitudes and emotions towards their work.</p> <p>Organisations typically use staff surveys to provide an overall measure of engagement.</p> <p>Analysis at Sainsbury's has identified a direct relationship between employee engagement and sales and between engagement and customer service.</p>	IDS HR Studies 892 – April 2009 – Employee Engagement
Employee Engagement & Productivity	Authors asked by Secretary of State for Business to take an in-depth look at employee engagement, particularly around impact on UK competitiveness and performance	<p>Endorsed by the CIPD: 'improving employee engagement delivers an unequivocal positive impact on organisational productivity and competitiveness.'</p> <p>Engagement is measurable and correlates with performance and innovation.</p> <p>Engaged employees in the UK take an average of 2.69 sick days per year, the disengaged take 6.19. The CBI reports that sickness absence costs the UK economy £13.4bn a year.</p> <p>Seventy per cent of engaged employees indicate they have a good understanding of how to meet customer needs; only 17 per cent of non-engaged employees say the same.</p> <p>Engaged employees are 87 per cent less likely to leave the organisation than the disengaged. The cost of high turnover among disengaged employees is significant; some estimates put the cost of replacing each employee at equal to annual salary.</p> <p>Engaged employees advocate their company or organisation – 67 per cent against only three per cent of the disengaged. Seventy-eight per cent would recommend their company's products of services, against 13 per cent of the disengaged (Gallup 2003). Public sector employees are less likely to be advocates for their organisation than private sector staff.</p> <p>Research by Ipsos MORI and Audit Commission data showed that staff in councils rated as 'excellent' had much better results than those in weak or poor councils when asked about factors such as being informed and consulted, having confidence in senior managers and understanding the overall objectives of their organisation; they were also twice as likely to be advocates for their organisation than staff in weak or poor councils.</p>	Report to Government – Engaging for Success: Enhancing Performance through employee engagement. David Macleod and Nita Clarke – 2009
	Study published in Institute for Employment Studies	Demonstrated that higher levels of employee engagement are associated with positive performance outcomes as measured by growth, profitability, productivity, customer satisfaction, staff turnover, retention of staff, facilitating change, and trust and confidence in public institutions.	Institute for Employment Studies (Robinson et al. 2007)
Partnership working	Audit Commission Report June 2008	Councils can respond more effectively to future challenges by working with partners and across areas to address workforce issues.	'Tomorrows People' Building a Local Government workforce for the future Audit Commission Report June 2008

ANNEX 2 - Leading

TOPIC	Evidence		
	Context	Summary of Relevant Findings	Source / Reference
Partnership working	Customer focused partnerships	<p>Customer focused partnerships can ensure a better service is delivered through the more effective use of different budgets.</p> <p>It is crucial that the customer has a seamless experience when contacting partnerships, whether for information or to make a complaint. If they feel they are passed around different organisations, or are told they have contacted the wrong place, that undermines the quality of service provided.</p> <p>One force has worked to ensure that partners are accountable for delivery of their areas of responsibility and act PACT meetings partners are accountable to the public for the service they provide and between such meetings the force ensure they carry out any services which have an impact on police delivery.</p> <p>One neighbourhood management site is a partnership with a commitment to joint working at neighbourhood level across the city. The neighbourhood team is co-located with the parish council on site. By working in partnership, the police have been able to reduce ASB.</p>	DCLG 'Getting it right and righting the wrongs'
Public Focus	Understanding public wants and needs	<p>The perception that the police understand and deal with the things that matter to the local community is one of the most important factors associated with confidence. Provision of information to the public is a key part of providing an effective service to the public.</p>	NPIA 'Public Confidence in the Police', 2008
		<p>90% of people do not believe the public are told enough about what happens to those who have committed crimes.</p>	The Casey Review
		<p>The provision of better information to the public can have an impact on people's opinion of the police: 85% of those who have little confidence in the police will have a more favourable opinion of the police after being provided with information about what the police do in their area.</p>	Sir Ronnie Flanagan, Independent Review of Policing
		<p>One force has a developed marketing strategy to inform people of the responsibilities of the police to reassure the public that they understand their needs and are responding to them. The force also engages with the public and encourages them to inform the police of the issues that matter most to them. This communication is intended to raise public awareness of the standard of service the police provide. The strategy also provides for different messages to be sent to different community groups - and also allows for the force to assess the impact of its processes and activities on different community groups.</p>	Force case study
Community Engagement	Leaders implementing community engagement	<p>Strong leadership and effective management are essential to the implementation of community engagement.</p>	NPIA (2006), "Community Engagement in Policing)
		<p>The purpose of community engagement is to increase trust and confidence of the public, and the literature finds that there is strong positive evidence to support this.</p>	As above

ANNEX 2 - Organising

TOPIC	Evidence		
	Context	Summary of Relevant Findings	Source / Reference
Benchmarking	A Coopers and Lybrand survey of 105 board members drawn from the London Times' top 1000 companies	67% of the (top 1000) companies used benchmarking. 82% of such programmes were seen as successful. 88% of companies using benchmarking do so regularly. Main areas regularly benchmarked were: <ul style="list-style-type: none"> • Human Resources 67% • Customer Service 72% • Manufacturing 68% • Information Services 35%. 	Cornall, C.A (2003) Managing Change in Organisations. 4th Edition Prentice Hall Chapter 10 p175 (Strategies for Change)
Organisational Design	Results from implementing recommendations following a structured review of processes and skills (within forces)	Calls resolved over the phone increase by between 8-12%. Sanction detection rates increase by between 8-25%. Length of investigation fall by between 5-25% in forces. Grade 1 and 2 response rates increase by between 8-20%.	Deloitte 2nd Interim Evaluation Report 2009 of The National Workforce Modernisation Programme
	A Home Office commissioned study examining in detail rostering and resource management arrangements	A well-designed variable shift arrangement can provide up to 70% more officers on duty at peak times than a shift pattern with flat supply. As an indicative figure, if all forces were to move to a demand-modelled VSA, we estimate that 2500 officers nationally would be transferred from periods of low demand to duty during the late evening peak periods.	Home Office Accenture Report 2004 'Study of Police Resource Management and Rostering Arrangements'
	A Home Office commissioned study examining in detail rostering and resource management arrangements	The analysis suggests that a well-managed variable shift arrangement that is designed with the particular force/BCU demand pattern in mind not only offers the best supply-demand match, but can also maximise officer welfare considerations. Shift patterns that match supply to demand effectively – particularly as part of a wider resource management strategy – have the potential to reduce overtime. Shift patterns with long shift length have the most detrimental effect on external factors such as case-handling continuity and officer availability at court.	Home Office Accenture Report 2004 'Study of Police Resource Management and Rostering Arrangements'
	Audit Commission Report June 2008	Efficiency gains can also be created through: <ul style="list-style-type: none"> • Managing turnover • Using temporary and agency staff more effectively • Innovative approaches to flexible employment • Using information and communication technology. 	'Tomorrows People' Building a Local Government workforce for the future Audit Commission Report June 2008
	Audit Commission Report June 2008	Evidence that effective approaches to workforce planning lead to efficiency gains and service improvement. Research indicated that Councils have reduced sickness absence by 6.7% over the last four years, the equivalent of having 6000 more full-time employees.	'Tomorrows People' Building a Local Government workforce for the future Audit Commission Report June 2008
	Tackling fear of crime	Increasing levels of foot patrol can reduce public fear of crime and increase public satisfaction with the police.	Saulsbury, W., Mott, J. and Newburn, T. (1996); Themes in Contemporary Policing, Plymouth: Latimer Trend & Co.
Workforce Mix & Profile	Results from implementing recommendations following a structured review of processes and skills (within forces)	The proportion of female employees in a mixed economy team increase by an average of 18%. The proportion of visible minority ethnic employees in a mixed economy team increase by over 25%.	Deloitte 2nd Interim Evaluation Report - the first 5 NPJA NWFM demonstration site forces (Northumbria, Staffordshire, Surrey and West Yorkshire)
	The National Workforce Modernisation Programme	Re-engineered processes delivered by a new workforce mix have led to increased customer satisfaction, with increases of up to 22% observed.	Deloitte 3rd Interim Evaluation Report – Durham, Northumbria and Staffordshire

ANNEX 2 - Organising

TOPIC	Evidence		
	Context	Summary of Relevant Findings	Source / Reference
Workforce Mix & Profile	The National Workforce Modernisation Programme	New workforce mixes have seen representation of women (up between 10 and 56 %) and visible minority ethnic employees (up 41 %) rise significantly.	Deloitte 3rd Interim Evaluation Report Northamptonshire, Northumbria, Surrey, West Yorkshire
	National evaluation of Community Support Officers	Over 40 % of CSOs said they joined as a stepping stone to becoming a fully sworn police officer; The diversity of CSOs, particularly in terms of ethnicity and age, has been one of the successes of the implementation of this new role.	Cooper, C. et al. (2006) A national evaluation of Community Support Officers (http://www.homeoffice.gov.uk/rds/pdfs06/r271.pdf)
	National evaluation of Community Support Officers	The public valued the role of CSOs. There was strong evidence from two case study areas, where the CSOs were well known by name to the community, that the residents and businesses felt that CSOs had made a real impact in their areas especially in dealing with youth disorder.	Cooper, C. et al. (2006) A national evaluation of Community Support Officers (http://www.homeoffice.gov.uk/rds/pdfs06/r271.pdf)
	Police Research Report Paper 147	There was a positive effect on the retention of women police officers as a result of the introduction of part-time working, job-share and career breaks, according to the evidence available in this study. Of those interviewed who were working less than full-time hours for childcare reasons, half said they would have left the service if they had not been able to reduce their hours. Each officer retained with more than five years' service saves their force a minimum of £23,000.	Tuffin R. (2001) Flexible Working Practices in the Police Service (http://www.homeoffice.gov.uk/rds/prgpdfs/prs147.pdf)
Supporting Staff	A study on the health and wellbeing of staff in the NHS, supporting 'The Boorman Review'	The Work Foundation, RAND Europe and Aston Business School (May 2009) found organisations that pay attention to health and wellbeing of their staff were able to achieve better quality care and efficiency through: <ul style="list-style-type: none"> • Better effectiveness of care • Greater productivity with more staff in work • Efficiency savings through reduced turnover. 	Emmanuel Hassan et al. 'Health and wellbeing at work in the United Kingdom'
	Home Office Online Report on Police Leadership	Police authority members regarded staff morale and motivation as key to delivery and looked to chief officers to have a positive impact in this area.	Dobby, J et al (2004) Police Leadership expectations and impact (http://www.homeoffice.gov.uk/rds/pdfs04/rdsolr2004.pdf)
	Officers and staff with longer shift patterns are less likely to feel satisfied and valued	11 % of officers and staff with predominantly 12-hour patterns say they feel valued. 19 % of officers and staff with predominantly 12-hour shift patterns say they are satisfied with their force.	Leading from the Frontline – HMIC Report
Barriers to Delivering Good Service	Organisational barriers to delivery of good service	Even before implementing strategies that focus upon improving the service offered to the public, it is important to identify organisational barriers to the delivery of a high quality service. Six main barriers have been identified in private sector organisation: <ul style="list-style-type: none"> • Inappropriate culture. Eg. Complacency, resistance to empowerment, command and control leadership types. "We think we are great but the customer doesn't" • Lack of customer focus. The third most highly-cited barrier: staff having an internal rather than external perspective: "We only see things from our point of view" • Lack of resources. • Management issues. The most frequently-cited barrier. Eg. lack of internal co-ordination, poor priority setting, inappropriate targets or measures and poor communication • People issues. Eg. lack of training or knowledge, limited empowerment • Poor processes. Poorly designed or implemented, eg. they get in the way or are too time-consuming. 	Robert Johnston (2008) Internal Service – barriers, flows and assessment. International Journal of Service Industry Management, Vol. 19 No.2

ANNEX 2 - Developing

TOPIC	Evidence		
	Context	Summary of Relevant Findings	Source / Reference
Coaching & Mentoring	Evidence base - Six case studies	<p>Benefits claimed in case studies:</p> <ul style="list-style-type: none"> • Low cost effective training and development, based on building up in-house expertise • Improved individual and overall business performance • Increased employee engagement, improved personal confidence and willingness to take responsibility • Realise individual potential and leadership capability. 	IDS HR Studies 897 July 2009 - Coaching and Mentoring
	Study on influences on innovation	This study demonstrates that higher levels of training, induction, team working, appraisal and an exploratory learning focus are all predictors of innovation.	Shipton, H., Fay, D., West, M. A., Patterson, M. & Birdi (2005). Managing people to promote innovation. Creativity and Innovation Management 14 (2), pp. 118-128
Innovation	Using innovation to create efficiencies	South Tyneside Council has made changes to the way absence figures are recorded allowing a differentiation between sick and domestic absence. Absence has been reduced by 28%.	'Tomorrows People' Building a Local Government workforce for the future Audit Commission Report June 2008 (p21)
Performance Management	Five case studies across a range of public and private sector organisations, including the Crown Prosecution Service.	<p>Effective performance management can be a key contributor to business success.</p> <p>Performance management is not just about tackling underperformance and rewarding exceptional performance. It is important to value the contribution of the vast majority of staff who consistently perform to an expected standard.</p>	IDS HR Studies 886 – January 2009 – Performance Management
	Relationship between workforce planning and performance	<p>There is a strong link between effective workforce planning and performance.</p> <p>Comparison of the 2006 Local Government Pay and Workforce Strategy Survey findings with the 2006 CPA scores reveals a positive correlation between a high CPA score and the adoption of a range of workforce measures (a people strategy, a pay and rewards strategy and accreditation for Investors in People). Furthermore, most of the top 20 councils in IDeA's 2007 list of best councils to work for have either excellent or four star CPA ratings or have moved up the CPA rating dramatically.</p>	Tomorrows People' Building a Local Government workforce for the future Audit Commission Report June 2008 (page 39)
	Audit Commission Report April 2009	LSPs need systems to support a culture in which performance is tested and challenged.	<p>R. J. Oakerson, The Study of Metropolitan Governance in Feiock, R.C. (Ed) Metropolitan Governance: Conflict, Competition and Cooperation, Washington DC: Georgetown University Press, 2004.</p> <p>'Working Better Together' Managing Local Strategic Partnerships; Audit Commission Report April 2009</p>

ANNEX 2 - Developing

TOPIC	Evidence		
	Context	Summary of Relevant Findings	Source / Reference
Empowering Staff	Extensive report based on Neighbourhood crime and ASB using public surveys, interviews, fieldwork and web analysis	Frontline workers need the authority to take quick and effective action as failure to act in a timely way dents the confidence of residents.	Neighbourhood Crime and Anti Social Behaviour report by the Audit Commission (2006)
	Satisfied and engaged employees provide a higher level of customer service	<p>70% of engaged employees have a good understanding of how to meet customer's needs; only 17% of non-engaged employees say the same.</p> <p>Engaged employees are 87% less likely to leave the organisation than the disengaged.</p> <p>This is important, as the Institute of Customer Service has found that one of the priorities that UK customers say are most important to them is the continuity of staff.</p> <p>One force has commenced an initiative (Quality of Working Life Journey) in 2004 focussed on responding to employees' requirements and concerns. Since its introduction, there has been a significant decrease in sickness absence since its introduction. [no figures available].</p>	<p>Right Management (2006), Measuring True Employee Engagement, A CIPD Report</p> <p>Corporate Leadership Council, Corporate Executive Board (2004) "Driving Performance and Retention through Employee Engagement: a quantitative analysis of effective engagement strategies"</p> <p>Customer Service Index methodology, by ICS</p>
Customer Focus Skills	Fair, courteous and respectful treatment of the public by the police is crucial in the delivery of high quality customer service	Contact which a member of the public perceived as unsatisfactory was associated with lower odds of being confident, whether this contact was public or police-initiated.	NPIA study 'Public Confidence in the Police
		A genuinely enhanced customer service approach would help increase trust, confidence and satisfaction, (and may even remove some of the calls for more formal accountability!) Overall confidence is driven by contact and information. Police courtesy is crucial; e.g. 93% of witnesses treated in a courteous manner were satisfied with the police compared to 27% of those who were not. Better information provision saw 85% of those with very little confidence in the system improve their opinion after such an intervention.	Sir Ronnie Flanagan Independent Review of Policing
		Public satisfaction is improved by the police tailoring their service.	NPIA, 'Closing the Satisfaction Gap'
		One force increased the support for victims of hate crime with the introduction of dedicated hate crime support officers available to all victims of hate crime. The service was introduced following a review in March 2007 which found a trend of low satisfaction from BME communities with support offered to victims of hate crime (averaging 40-50%). For each of the eight quarters since the introduction of hate crime officers, satisfaction has risen to 100% in the BCU (with the exception of one anomalous quarter where unique circumstances were identified), and the quality of service provided to individuals is significantly higher.	Force own research
	One force has introduced customer contracts, in which an officer makes direct contact with a victim and agrees a preferred method and frequency of follow-up contact. The introduction of these contracts has coincided with an increase in satisfaction from 67.2% to 74.5%.	HMIC Inspection report on Delivering the Policing Pledge	

ANNEX 3 - Glossary and definitions

Maturity Model

Used for carrying out benchmarking and performance improvement. The optimum level of maturity is recognised as being the level that delivers the organisation's strategic objectives effectively and efficiently. To move from one maturity level to another requires actions to be taken that make the organisation more robust, flexible and measurable.

Policing Priorities and Public Priorities

The Policing Priorities are set each year by the Home Secretary. The priorities for 2009/2010 are:

- Continue to increase public confidence in the police through tackling local priorities; also to reduce and prevent crime and anti-social behaviour and help tackle the problems caused by drug and alcohol misuse, in line with PSAs 23 and 25, and in a coordinated approach with other CJS partners deliver an effective criminal justice response in line with PSA 24
- Work jointly with police forces and other agencies, such as SOCA and UKBA, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime
- Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26
- Work in all of the above in line with the Efficiency and Productivity Strategy for the Police Service, to ensure the best use of resources to deliver: significant cashable improvements; more effective deployment of the workforce; and to realise the benefits of new technology.

Public priorities are those that forces and authorities identify by working closely with their local communities.

Productivity

Definition - 'The workforce is led, organised and developed in the most economical, efficient and effective manner to achieve outcomes for the public'.

Productivity Framework

This describes the attributes of a productive police workforce. It has been designed as a maturity model so forces can plot their position and decide where they wish to improve.

It is made up of three core themes; **leading, organising** and **developing**.

The Framework also has two crosscutting themes; customer service and equality and diversity.

Value for Money Profiles

The HMIC has produced 'Value for Money' profiles to be used as a diagnostic tool to help forces to provide more economical, efficient and effective services. These consist of approximately 40 separate data sets and offer a rich source of information to assist understanding of the analytical aspects of productivity. The following indicators will be used as part of the Police Report Card:

- Net revenue expenditure per head (CIPFA 09/10 est and when available 08/09 actuals)
- Police officers/police staff/PCSO per 1000 population, including by function
- Council tax for band D property.

The Value for Money profiles bring together resource information (financial and staffing data), workload (crime date), outcomes and public confidence information.

ANNEX 3 - Glossary and definitions

Workforce

This comprises all those who deliver policing:

- Police Officers (including Special Constables)
- Police Staff (both in operational and organisational roles)
- Fixed Term Contract and Agency Personnel.

Note: On behalf of the tripartite the NPIA has undertaken an Equalities Impact Assessment (EIA) of the Productivity Framework and has determined that no further EIA is required unless there are any significant changes.

It has been recommended that screening of any methodology to implement the framework must be undertaken by the public authority responsible to determine further relevance to the equality duties. This has been noted and the EIA has been signed off by the Workforce Strategy Board.

For a copy of the full EIA, please contact the NPIA at **wpu.enquiries@npia.pnn.police.uk**

NOTES

NOTES



NPIA

National Policing
Improvement Agency

**Produced by the NPIA on behalf of
the Home Office, the Association
of Chief Police Officers and the
Association of Police Authorities.**

For further information:

Workforce Programmes Unit
People and Development Directorate
National Policing Improvement Agency
Floor 10
New King's Beam House
22 Upper Ground
London SE1 9QY

+44 (0)208 358 5368
wpu.enquiries@npia.pnn.police.uk
www.npia.police.uk