Resource Management
(Policy & Procedure)

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July 2013
Policy

Statement

Merseyside Police is committed to delivering excellent policing for the communities of Merseyside by ensuring that appropriate resources are aligned to our policing priorities. Our resource management capability needs to ensure that our police officers and staff are used economically and effectively in order to match availability to demand for policing services.

This obligation should be balanced against our duty of care to safeguard the welfare of all our officers and staff so they are able to manage the demands placed upon them. Working Time Regulations and Health & Safety principles must be complied with at all times.

Aims

This policy aims to embed a consistent approach towards resource management issues at all levels of the organisation. It is designed to support existing and future systems and processes that enable us to respond to demand appropriately.

The policy is underpinned by procedures designed to provide clear, definitive and unambiguous direction for all those involved in its deployment.

Objectives

Objectives are to:

a) Ensure the right people in sufficient numbers, with the right capability and skills are in the right roles to support the delivery of policing services.

b) Ensure optimal level of resources is directed towards frontline policing activity.

c) Match resource availability to demand profile by making best fit between workforce planning and resource allocation to satisfy operational needs.

d) Support implementation of change processes.

e) Minimise the need to vary shifts at short notice or cancel rest days.

f) Ensure all Police Officer and Police Staff working time is accurately recorded.

g) Ensure compliance with all relevant legislation.

h) Achieve value for money.

Application and Scope

All police officers and police staff, including the extended police family and those working voluntarily or under contract to Merseyside Police must be aware of, and are required to comply with, all relevant policy and associated procedures.
This policy applies particularly to all Command Teams, Resource Managers, Line Managers, Origin Co-ordinators and all those involved in organising or approving deployment, absence or abstraction of staff. It must be recognised that despite the controls and parameters contained within this Policy it is not possible to predict for every eventuality. However, all officers and staff should acknowledge that the needs of the organisation should always be regarded as the primary priority when determining resourcing issues.

The Chief Officer lead for this policy is the Assistant Chief Constable responsible for Personnel.

Outcome Evaluation

Outcomes should reflect specific objectives and be measured against these objectives on a routine annual basis. Responsibilities and activities involved in measurement will be included in a separate deployment plan monitored on an ongoing basis by the Head of HR Operations.

In general terms effective resource management should reduce the need for planned and casual overtime; fewer short-notice changed shifts; fewer cancelled rest days and reduced sickness absence, which in turn should increase the amount of productive resources available for policing.
Procedure

Version History

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<td>V 1.1 – Paragraphs 1.8 to 1.8.6 inserted to reflect arrangements re cancelling rest days prior to major events.</td>
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1. **Framework**

In simple terms, resource management is about matching resource availability to demand in an informed, planned and systematic way. Controls and parameters have been set within Force to provide a framework for individual officers and staff, Resource Managers and Line Managers. These are set out below:

1.1 **Police Regulations & Conditions of Service**

The main arrangements governing leave, overtime and service conditions are contained in [Police Regulations](#) for police officers and the [Police Staff Council Pay and Conditions of Service Handbook](#) for police staff. It is incumbent upon all police officer and police staff managers and supervisors to ensure that they understand and work within the parameters specified within those documents.

1.2 **Variable Shift Agreement (VSA)**

The VSA is an agreed protocol between Merseyside Police and Merseyside Police Federation, which determines hours of duty and agreements for varying from posted hours of duty for Police Officers.

1.3 **Working Time Regulations 1998**

The [Working Time Regulations 1998](#) are designed to ensure that individuals work sensible hours, take appropriate rest breaks and make a positive contribution to the effectiveness and efficiency of the Force by not increasing any risk, through fatigue or lack of concentration, to the health, safety and welfare of themselves or others within the workplace or during the course of performing duty.

1.4 **Risk Assessments**

Deployment of operational police officers and police staff must be effectively risk assessed in order to comply with health and safety legislation and the statutory obligation to ensure a safe working environment. Where appropriate, trained staff with responsibility for carrying out risk assessments must properly document the risk and allow for re-assessment if appropriate. This must be done before the start of any pre-planned operation.

1.5 **Response Patrols**

1.5.1 The staffing levels of Response Patrol sections will be set using Resource Allocation Plans which enable Command Teams and other stakeholders to monitor demand for service and allocate resources appropriately.
1.5.2 The fundamental principle of the Resource Allocation Plan is to ensure that sufficient resources are available to respond to calls for service. Demand profiles are calculated based upon well established robust evidential processes taking account of calls for service by time of day and day of week, grade of call, potential for requirement of additional non-demand led patrols and the Force Crewing Policy. Staffing levels are determined taking into consideration any known abstractions e.g. leave, training, sickness absence, etc. Accounting for such abstractions provides for an average time value in respect of the total available duty time. Based upon that profile a duty roster (shift pattern) is developed to ensure that available resources are utilised in the most optimal way to meet that demand ensuring cost effectiveness and efficiency.

1.5.3 All BCU and Departmental Resource Managers will prepare Resource Allocation Plans at the commencement of each financial year.

1.6 Neighbourhood Abstractions

1.6.1 A key aim of the Force’s Neighbourhood Policing Model is to maximise the availability of Neighbourhood Dedicated Officers. A fundamental principle of that model is to ensure that Dedicated Officers are not routinely abstracted from their primary role. Dedicated Officers should not be subject to any abstraction unless all other available options have been exhausted.

1.6.2 In this sense an “abstraction” is any rostered tour of duty or part-rostered tour of duty where an Officer is performing duties other than in their Dedicated Neighbourhood. Deployment within their Neighbourhood in accordance with the deployment model is not an abstraction.

1.7 Leave

1.7.1 Annual Leave provisions are set out in Police Regulations for police officers and Conditions of Service for police staff.

1.7.2 Leave rosters covering entire BCU’s and Departments that are independent should be prepared in a way that ensures compliance with the Resource Allocation plan and wherever practicable as a general guide no more than 12.5% of available staff should be allowed to be on leave at any one time. Care must be taken to ensure as fair a distribution of leave as possible and that an adequate strength is maintained for duty purposes at all times.

1.7.3 Managing leave effectively is critical in enabling the Force to meet its operational commitments. Managers and supervisors should ensure that officers and staff are encouraged to utilise leave entitlements during the leave year and to restrict the carry over of annual leave to the prescribed limits contained within Police Regulations and Police Staff Conditions of Service, respectively (Five days for day workers, 50 hours for police officers working a VSA shift pattern and 45 hours and 40 minutes for police staff shift workers whose work patterns include tours of duty that are longer than the standard working day).
1.7.4 Similarly, Managers and Supervisors must regularly monitor RDL and TOIL balances for all officers and staff with a view to ensuring that outstanding RDL’s and / or TOIL are taken at the earliest available opportunity and balances do not exceed the maximum permitted levels of five days for each.

1.7.5 Police Officers, so far as exigencies of the service permit, must be allowed up to at least sixteen continuous days leave, including rest days and any public holidays, during the summer period. Summer leave may commence from any date within the period and should include three weekends (Saturday and Sunday). “Summer” shall be the period between 1st June and 30th September. Applications to take more than sixteen days continuous leave in a single period are subject to BCU or Departmental Command Team approval.

1.7.6 In addition to annual leave, there are a number of other statutory entitlements for time off work for Police Officers and Police Staff. These involve paid and / or unpaid time off work, dependant upon circumstances and are detailed in various pieces of legislation. The Force also provides for non-statutory time off work in specific circumstances.

1.7.7 There is also leave entitlement for officers and staff (e.g. Red Circle Days) covered under the Force Wellbeing at Work Initiatives.

1.7.8 Police Regulations make provision for officers to be recalled to duty from leave in exceptional circumstances, for example, attendance at court, Force mobilisation, firearms operations, etc. This provision clearly relates to officers being “recalled to duty from a period of absence” and is not intended to allow officers to work on a leave day other than for an urgent unavoidable need.

1.8 Cancelling Rest Days In Advance of Major Events

Police Officers

1.8.1 When a Rest Day is cancelled (with 15 or more days’ notice) to meet the requirements of a pre planned major event/operation, each officer will be given notice of the cancellation either verbally or by email. The hours of duty that the officer will be required to perform will be advised as soon as possible.

1.8.2 When a Rest Day is cancelled in accordance with paragraph 1.8.1 it shall be re-rostered where possible on a like for like basis. The Force will endeavour to re-roster the rest day within a three-month period, however there may be circumstances when this is not possible, due to operational need or outside Force requirements. Wherever it is not possible to provide three months notice, the Force will allow the officer to bank the rest day if they have a balance of less than 50 hours of Rest Days in Lieu.

1.8.3 Circumstances occasionally change, removing the requirement to cancel the rest day; under these circumstances the rest day will be reinstated as soon as possible. Where more than seven days notice is given, indicating that the officer is no longer required for the duty, the rest day will be reinstated; where seven or less days’ notice is given, the officer may choose to either take or work the rest day.
Police Staff

1.8.4 When a rest day is cancelled with 15 or more days’ notice to meet the requirements of a pre-planned event/operation, each staff member will be given notice of the cancellation either verbally or by email. The hours of duty that the officer will be required to perform will be advised as soon as possible, but in any case will not be less than a standard working day.

1.8.5 When a Rest Day is cancelled it shall be re-rostered, where possible on a like for like basis, to a date not exceeding two weeks from the cancelled date.

1.8.6 Circumstances occasionally change, removing the requirement to cancel the rest day; under these circumstances the rest day will be reinstated as soon as possible. Where more than seven days’ notice is given, indicating that the staff member is no longer required for the duty, the rest day will be reinstated; where seven or less days’ notice is given police staff may choose to either take or work the rest day.

1.9 Work Scheduling Unit

1.9.1 The Work Scheduling Unit is responsible for ensuring training, advice, support and appropriate tools are provided to Resource Managers to effectively and efficiently manage staff resources.

1.9.2 Key tools to deliver the effective use of Resources are the Force Duty Management System (ORIGIN DMS), Local BCU and Departmental Resource Allocation Plans (RAP) and associated risk assessments for operational staff, and the training and expertise of dedicated Resource Managers and staff already in post.

1.10 Training

1.10.1 BCUs and Departments are responsible for conducting a Training Needs Analysis regarding Resource Management skills and ORIGIN DMS training, taking cognisance of current and projected staff training requirements.

1.9.2 The levels of training will be commensurate with the need of each role holder, to enable, for example, senior managers to have a strategic overview of the consequences of operational resourcing decisions. All trained staff will understand the implications of terms and conditions of service, associated policies/strategies and the potential positive outcomes of improved management of resources.
1.11 Audit

1.11.1 The Corporate Audit Team within the Strategic Development Department will carry out audits and inspections of BCU’s and Departments to identify both positive and negative aspects of local Resource Management activity.

1.11.2 The audits will include compliance testing in relation to ORIGIN DMS use and data accuracy; the effective use of the Variable Shift Arrangement (VSA) for Police Officers; the effective application of the Police Staff Council (PSC) Conditions of Service Handbook and Local Conditions of Service for Police Staff; the appropriate use of overtime for all staff; management of leave (including RDL’s and TOIL) for all officers and staff and the effective and efficient distribution of resources.

2. Recording & Management of Working Hours

2.1 Individual Responsibilities

2.1.1 The Force Duty Management System (ORIGIN DMS) is the primary method of recording working hours. Every police officer and police staff employee should examine the system to ensure the pattern they are attached to is correct for their role. It is vital that all officers and staff use the system correctly and that proposed working hours and abstractions for leave etc are recorded onto the system in a timely manner. Anticipated working hours must be recorded, as the data will be used to set court dates.

2.1.2 Heads of Departments and BCU Commanders are responsible for determining any bespoke local arrangements for time recording. Whatever system is used to record working time must be auditable and management must ensure that hours worked do not breach Working Time Regulations, etc.

2.1.3 All officers and staff have a personal responsibility to ensure that they accurately record their working hours via appropriate systems (HR ORIGIN DMS, Clock Cards, Pocket Note Books, Attendance Registers, etc).

2.1.4 The overall management of working hours is the responsibility of every individual member of staff under the direction of their respective Resource Managers, BCU Commanders and Heads of Departments. Issues regarding breaches of legislation or failure to comply with this requirement may lead to disciplinary action being taken against the individual concerned.

2.1.5 Members of the Special Constabulary must record their working hours on the Force Duty management System (ORIGIN DMS). Specials are required to advise their line managers of any hours worked in other employment whether for Merseyside Police or not. This is to ensure that cumulative working hours are established to prevent the Chief Constable, or individual line managers being subject of litigation under the Working Time Regulations or Health & Safety legislation.
2.2 **Resource Managers**

2.2.1. Resource Managers are responsible for ensuring that staffing levels of sections and departments within their jurisdiction are maintained at appropriate levels in accordance with BCU / Department Patrol Plans. No squads or teams etc. should be set up without complying with resource management principles. This process must include risk assessments completed by a trained staff member. The risk assessments should include details of the proposed role being created, the proposed working pattern arrangements and should take account of the implications within those roles or departments that may suffer a loss of staff due to the new post/unit being created. This must be signed off by the BCU Commander / Departmental Head.

2.2.2 All BCU’s and Departments should have a designated Resource Manager. This individual should be trained in resource management and be an integral part of the Command / Management Support Team.

2.2.3 Audit processes should exist at a local level to regularly examine ORIGIN DMS to identify data accuracy, legislative breaches, staffing shortfalls, or excessive staffing levels and take appropriate action to address any imbalance by correct application of the VSA, Working Time Regulations, Police Regulations or Conditions of Service. The Resource Manager should provide the BCU/Departmental Command / Management Team with regular updates from the system, identifying relevant information to highlight good and bad local management issues. The Resource Manager should challenge problems caused by lack of education/ training, organisational culture and local practices, etc. and take appropriate action to resolve.

2.3 **Duty Management System**

2.3.1 The first line supervisor must enter the correct working hours of all staff they have supervisory responsibility for. This must include all anticipated hours of duty as soon as the requirement to change duties is known. In the event of an officer or member of staff ending a tour of duty after –his / her supervisor, he / she must inform a supervisor from the following shift of the fact that they have worked extended hours. This supervisor should record the change on the Force Duty Management System (ORIGIN DMS). Where there is no supervision available the individual must inform their supervisor on the next tour of duty of the extended hours worked. The supervisor must then update the Force Duty Management System (ORIGIN DMS).

2.3.2 If an officer is posted to a Response or Neighbourhood Section, his / her supervisor must ensure that correct information is recorded in relation to daily duties. This must in all cases include a call sign (duty). If an officer is performing other duties that do not require a call sign, then the correct activity should be identified for each tour of duty. Recording this information onto the Force Duty Management System (ORIGIN DMS) as soon as the need for an officer to perform an activity is known will ensure that correct officer availability statistics are available. This information will be taken from the Force Duty Management System (ORIGIN DMS) and used to automatically populate STORM (Command and Control System).
2.3.3 It is important that changes to records are timely and accurate in all cases. All officers and staff must ensure that changes to proposed hours to be worked are recorded as soon as the need to work is known. This also applies to proposed time off for any purpose. Actual hours worked including overtime must also be recorded. Changes to actual hours worked should be applied ideally within 24 hours of the duty worked but must be recorded no later than 7 days after the duty day. Officers and staff should seek assistance from other supervisors if their own supervisors are not available to update the records where required. All changes will be reflected on Corvus usually within 24 hours and should be checked by the officer or member of police staff to ensure the changes have been made. Changes for time off, whether for leave or for any reason, should be made as soon as the need is identified.

2.4 Duty Rosters

2.4.1 Duty rosters will be published in accordance with Police Regulations, Police Staff Conditions of Service and Working Time Regulations. Any variations to those rosters will only occur in compliance with the stipulations contained within those documents and shift patterns will be required to adhere to the following guiding principles:

a) At least eleven hours between shifts;
b) Shift lengths of ideally between eight and ten hour tours of duty;
c) Wherever possible duty rosters to be designed to include rest days in blocks consisting of a minimum of two consecutive days together.
d) Any deviation to include single rest days must fall within a maximum seven day period with blocks of two rest days at either end;
e) No more than four consecutive nights;
f) No more than six consecutive shifts.