

HUMBERSIDE POLICE AUTHORITY

HUMAN RESOURCES COMMITTEE

17 JULY 2007

- PRESENT:-** Mr Smith, JP, in the Chair.
- Elected Members:-** Councillors Black and Matthews.
- Independent Members:-** Ms A Branton MBE and Mrs H Groves.
- Magistrate Members:-** Mr R Stuart, JP
- Officers: -** Ms S Ismail, Chief Executive, Mr P Wainwright, Performance and Resources Manager, Mr N Kingston, Assistant Chief Executive, Mr D Griffin, Deputy Chief Constable, Mrs S Morley, Head of Personnel, Mr D Morley, Resourcing Manager, Ms L Taylor, Staff Development and Training Manager, Ms C Baggs, Principal Resourcing Manager and Chief Superintendent G Di Duca, Head of Professional Services.

The Committee met at Pacific Exchange, Kingston upon Hull.

- 1 **DECLARATIONS OF INTEREST/OFFERS OF GIFTS OR HOSPITALITY** – The Chair reminded Members of the need to record any personal or prejudicial interest in items on the agenda, and to disclose any relevant receipt or offering of gifts or hospitality.

No declarations or disclosures were made.
- 2 **APOLOGIES** – Apologies for absence were received from Councillor Vickers.
- 3 **MINUTES** – **Resolved** – That the minutes of the meeting of the Personnel Committee held on 10 April 2007, having been printed and circulated amongst the Members, be taken as read and correctly recorded and be signed by the Chair.
- 4 **UPDATE ON THE MINUTES** – The Performance and Resources Manager referred to minute 59 regarding the Training Challenge Meetings and advised that these were scheduled for 12 September, 17 October, 14 November and 12 December 2007. All meetings commenced at 10.00am and were held at Courtland Road. Members were encouraged to attend.

Resolved – That the update be noted.

- 5 (1) **ACTION SCHEDULE** – Members received a rolling schedule of actions arising from previous meetings of the Committee.

The Performance and Resources Manager referred to minute 42 regarding sickness absence and advised that it was intended to discuss this issue in detail at the Thematic Panel on 20 August. The attendance policy was another topic for discussion at the Panel and Members were invited to submit any further issues they wished to discuss.

In reference to minute 49 regarding a Gender Agenda award, the Chief Executive advised that it had been decided that this award would be integrated with other awards so that gender agenda was seen as being integrated within the organisation.

Referring to minute 60, the Core Management Development Programme, the Staff Development and Training Manager reported that the last week of the pilot was currently running. The next stage would be projects which would take 3 months so she anticipated reporting back to this Committee in 6 months time.

The Performance and Resources Manager referred to minute 67 regarding positive action recruitment and advised that the pass mark had been reduced. The Deputy Chief Constable confirmed that this was not a reduction in standard but a revision back to the original pass mark. The Head of Personnel indicated that it was anticipated that Ministers were likely to award discretion to Forces to alter the pass mark depending on market forces.

Resolved – That the action schedule and updates be noted.

- 6 (2) **PEOPLE STRATEGY 2006/07 OUTTURN REPORT** – The Chief Constable submitted a report that outlined the achievements against the People Strategy for 2006/07.

Members (i) commented on quality control measures and the Deputy Chief Constable advised that progress was monitored via the Force Audit Board and also his quarterly performance meetings; (ii) referred to performance indicator PB12, relating to medical retirements, which stated that the target was to be in the best 10 Forces nationally and queried whether this target had been met, the Head of Personnel confirmed that it had; (iii) referred to performance indicators PB9 and PB10 relating to support staff vacancies and queried why there were 2 targets, one of 12 weeks and one of 16 weeks, the Head of Personnel advised that this was because at one time it had taken longer than 16 weeks to recruit so 2 targets had been included for monitoring

purposes; (iv) commented on performance indicator PB7 and the need to ensure that an increase was achieved in the number of applications received from BME applicants, and (v) highlighted that some targets, for example PB8, were set lower than current performance and the Head of Personnel advised that this was as a result of changes in the national process.

Resolved – That the report be noted.

- 7 **(3) PEOPLE STRATEGY 2007-2010 – STRATEGIC SUMMARY** – The Chief Constable submitted a report that provided a strategic summary of the key issues in the 2007/10 People Strategy. The report identified the links with the Policing Plan priorities for 2007/08 and summarised the core HR issues to be progressed over the next 3 years.

The Deputy Chief Constable highlighted that there had been improvements in performance in every category. Members indicated that there was no mention of Citizen Focus or Quality of Service Commitment on pages 4 and 5 of the document and the Deputy Chief Constable confirmed that although there was no specific stream linked to these initiatives their inclusion should be taken as read.

Members suggested that the time period for both the People Strategy and the Training Plan should coincide. The Staff Development and Training Manager indicated that HMIC guidelines had set the timescale for the Training Plan, however, they could be matched up.

Reference was made to SPI3, regarding recruits from minority ethnic groups, and the Head of Personnel confirmed that the Force would find it difficult to meet the national target that had been set due to the make up of the population of the area. In response to a query regarding how the community were involved in the selection process the Principal Resourcing Manager advised on the recruitment and training of lay assessors to take part in the assessment of Police Officers and PCSOs who would be utilised from the next assessment centre.

Resolved – (a) That the Strategic Summary be approved, and (b) that reports on progress be discussed at future meetings of this Committee and/or the Human Resources Thematic Panels, as appropriate.

- 8 **(4) LEARNING AND DEVELOPMENT STRATEGY** – The Chief Constable submitted a report that included an amended Learning and Development Strategy for consideration.

Members commended the document and suggested (i) that it may be useful to include a statement relating to the training budget and/or resources; (ii) that it would be useful to include the flow chart that had previously been submitted to the Training Challenge meeting, and (iii) on page 10, the

possible inclusion of alternative training methods such as mentoring, lateral career development, secondments etc.

Resolved – That, subject to the comments made above, the draft Learning and Development Strategy 2006-2009 be approved.

- 9 **(5) DRAFT RESPECT AND DIGNITY AT WORK PROCEDURE PROGRESS REPORT** – The Chief Constable submitted a report that outlined the progress made in relation to the Respect and Dignity at Work Procedure.

The Deputy Chief Constable advised that Unison still had some concerns and wished to see the Police Authority role retained, however, the Chief Officer Group felt that this was a management function. A pilot was proposed for October and, in terms of Police Authority involvement in holding the Force to account it was suggested that this could be achieved via dip sampling.

The Chair commented on the discussions held regarding the Police Authority role and suggested that the Police Authority should retain its role in relation to behavioural issues such as victimisation, bullying, harassment, race issues etc as opposed to general line management issues. The Chief Executive commented on the Authority's historic role and indicated that Option 1 contained within the report, in which the Appeal Body was made up solely of Force members, was correct due to the direction and control of Force staff resting with the Chief Constable, however, the suggestion put forward for Police Authority involvement in certain cases could be trialed during the pilot and re-evaluated. She indicated that the method of reporting back was also being considered.

Resolved – (a) That the report be noted, and (b) that the Chief Executive formulate the wording to ensure that, during the pilot period, the Police Authority retains its involvement in Appeals cases regarding behavioural issues only.

- 10 **(6) GRIEVANCE ANALYSIS 2006/07** – The Chief Constable submitted a report that provided grievance data analysis for grievances submitted in the period April to March 2007 and detailed their progress.

Resolved – (a) That the slight increase in the numbers of grievances submitted this period be noted; (b) that the increase in the number of grievances being resolved at Stage 1 be noted, and (c) that the continuing improvement in grievances being progressed within timescales be noted.

- 11 **(7) GRIEVANCES: MEMBER DIP SAMPLING OF COMPLETED CASE FILES** – The Chief Executive submitted a report that set out the key issues arising from the Member dip sampling visit in May 2007.

The Performance and Resources Manager referred to paragraph 7 which highlighted revisions that had been made to the Family Leave Practice Direction and Members indicated that they wished to receive a further report in 12 months time outlining the effects of the revisions across the Force.

Resolved – (a) That the issues arising from the May 2007 dip sampling visit be noted and taken account of in future dip sampling visits; (b) that arrangements be made for further dip sampling over the coming year, that Ms Branton MBE and Councillor Black attend the dip sampling in November and any issues arising from the dip sampling be reported back to this Committee in conjunction with the Chief Constable’s regular report on grievances, and (c) that a report of the effect of the revisions to the Family Leave Practice Direction across the Force be submitted to this Committee in 12 months.

- 12 **(8) EMPLOYMENT TRIBUNAL PROTOCOL – 12 MONTH REVIEW** – The Chief Executive submitted a report that detailed the assessment of the adequacy of the protocol for the provision of information to the Police Authority on employment tribunal cases which had been agreed in July 2006 (minute 12 (06/07) refers).

The Chief Executive commented that the protocol was working well. A number of minor amendments had been put in place and these were highlighted in Appendix 2 to the report.

The Performance and Resources Manager referred to comparison against the Most Similar Forces and it was requested that the availability of such information be researched by the Head of Legal Services before the next annual report and be included if available. It was also suggested that the next annual report include information regarding lessons learnt from the cases.

Resolved – (a) That the revised protocol for the provision of information to the Police Authority on employment tribunal cases be adopted, and (b) that the employment tribunal information provided to the Police Authority on an annual basis continue to be scrutinised.

- 13 **(9) KEY TRAINING PROJECTS UPDATE INCLUDING LEARNING AND DEVELOPMENT EXCELLENCE GUIDE UPDATE** – The Chief Constable submitted a report that provided an update on the following projects:- (i) Continuous Professional Development (CPD); (ii) Key Stakeholder Management; (iii) Flexible Working (in connection with the delivery of training); (iv) Training Administration System – TAS (a record system for monitoring and tracking of training); (v) Quality Assurance (QA), and (vi) Key Performance Indicators (KPIs).

The Chair queried the percentage of PDRs completed which was detailed as 77% in this report and 84% in the next report and the Staff Development and

Training Manager advised that the reports had been compiled at different times. The Performance and Resources Manager advised that he would circulate the details for April, May and June.

Resolved – That the report be noted.

- 14 **(10) PERFORMANCE DEVELOPMENT REVIEW (PDR) UPDATE** – The Chief Constable submitted a report that gave information on the first full PDR cycle since the launch of the new process and electronic system in April 2007.

The Deputy Chief Constable indicated that some adverse feedback had been received regarding the complexity of the system at the end of the year and work was therefore ongoing to try to simplify the system, whilst remaining within the parameters of the national competency framework. He advised that as confidence built in the system it would be further incorporated into promotion and selection boards etc.

In response to queries the Deputy Chief Constable indicated that he hoped the 90% Home Office target for completed PDRs would be met as soon as possible and that the launch of Version 2 would be addressed and the additional funding needed found.

Reference was made to paragraph 5c and the results of dip sampling being fed back to Branches and Divisions and it was suggested that a summary of this information, identifying trends only, could also be submitted to this Committee.

It was queried whether the Chief Officer Group had PDRs and whether they supported the process and it was confirmed that they did.

In response to a query regarding sanctions for not undertaking a PDR, the Deputy Chief Constable advised that it could be a disciplinary matter to wilfully refuse to engage in a PDR, however, no-one had done this.

Resolved – That the report be noted.

- 15 **PRESENTATION – LEADERSHIP STRATEGY** – The Deputy Chief Constable reported that workshops had been conducted within the Force to test out the values and mission statement for which positive feedback had been received. He advised that the Chief Constable was to visit every station and Branch in the Force in the near future. He referred to the revised programme for first level supervisors and advised that the idea of a leadership academy was being considered. A Leadership Strategy was being worked on and was hoped to be ready in the Autumn.

Members commended the approach and suggested considering accreditation and the Staff Training and Development Manager advised that this was being considered.

Resolved – That the report be noted and further updates awaited.

- 16 (11) **FIVE YEAR STAFFING PROFILE** – The Chief Constable submitted a report that gave an update on (i) the profile of police recruitment 2007/08-2011/2012 and provided comments on trends and performance; (ii) the profile of police staff recruitment 2007/08-2011/2012; (iii) the profile of Special Constabulary recruitment 2007/08; (iv) the recruitment of Police Community Support Officers; (v) progress towards the release of police officers to the front line through the Workforce Modernisation Programme; (vi) the 30 plus scheme, and (vii) succession planning in respect of promotion through the ranks.

The Resourcing Manager commented on problems with recruitment created by the increased pass mark and the 3 year residency rule. He referred to paragraph 19 and indicated that the number of officers now identified for promotion to the following ranks was now:- Constable-Sergeant – 14; Sergeant-Inspector – 27; Inspector-Chief Inspector – 1, and Superintendent-Chief Superintendent – 0.

In response to a query regarding the 3 year residency rule the Resourcing Manager advised that those not meeting this criteria were kept in contact with via the Positive Action Officer.

Members commented on the increase in officers leaving all Forces and suggested that succession planning needed to be included in the Risk Register. Members also discussed the recruitment of PCSOs and Special Constables.

Resolved – That the report be noted.

- 17 (12) **STAFF SURVEY ACTION PLAN AND UPDATE** – The Chief Constable submitted a report that identified actions which arose from the last Staff Survey, detailed progress made so far and actions that were still outstanding.

The Performance and Resources Manager referred to page 7 of the Action Plan and advised that the Performance Committee was to receive a report on the creation of a Corporate Planning and Policy Unit at its meeting on 31 July and advised that he would circulate this to Members of this Committee.

Resolved – (a) That the report and the Staff Survey action schedule be noted; (b) that a further update be provided to the next meeting, and (c) that Members receive information on plans to conduct a further staff survey this year.

- 18 **PRESENTATION – RECRUITMENT/SELECTION PROCESS** – The Principal Resourcing Officer reported on the revised recruitment/selection process following complaints that the previous process was too lengthy. The implementation of the revised process had reduced the average time taken to fill a vacancy from 14 weeks to 10 weeks. She commented on a selection process survey that had been undertaken, the results of which had shown that 73% of those surveyed had a positive image of the Force and 90% would apply again. The main complaint had been that there had been no response when not selected for interview and the development of an electronic response was therefore being considered, as was the introduction of a fully computerised selection process system.

Members commented on shortlisting training for new managers and the Resourcing Manager advised that this was an ongoing training programme. Comment was also made regarding the high number of vacancies which the Resourcing Manager explained was due to growth, workforce modernisation, partner working etc.

Resolved - That presentation be noted.

- 19 **(13) TRAVEL POLICIES (ESSENTIAL USER CAR EXPENSES)** – The Chief Constable submitted, in accordance with minute 13 (06/07), a report that gave an update in relation to Essential User car allowances.

Resolved – That the report be noted.

- 20 **(14) GENDER EQUALITY SCHEME 2007-2010** – The Chief Constable submitted a report that provided an update on the development of the Gender Equality Scheme 2007-2010.

Members commented on the fall in flexible working and the Head of Personnel advised that this would continue to be monitored.

Resolved – (a) That the progression of the Gender Equality Scheme be noted, and (b) that further reports be provided on the implementation of the Action Plans on an annual basis.

- 21 **(15) PUBLIC PERCEPTIONS OF THE POLICE COMPLAINTS SYSTEM: A NATIONAL VIEW** – The Chief Constable submitted, in accordance with minute 65 (06/07) of the Audit and Strategy Committee, a report that outlined access to the complaints system in the Humberside Force.

The Performance and Resources Manager commented on an imminent mystery shopper exercise and Members discussed how informal complaints were handled.

Resolved – That the report be noted.

- 22 (16) **HR ISSUES – UPDATE REPORT** - The Chief Executive submitted a report that gave updates on meetings attended locally and nationally and on other issues of a human resources nature.

Resolved – (a) That the report be noted, and (b) that further updates be submitted to the next meeting of this Committee.

- 23 **EXCLUSION OF PRESS AND PUBLIC** – **Resolved** - That in accordance with the provisions of Section 100 (A) (4) of the Local Government Act 1972 the public (including the press) be excluded from the meeting for the following items of business, minutes 24 to 26, on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

- 24 (17) **FORFEITURE OF PENSION** – The Chief Executive submitted a report outlining a requirement to consider the forfeiture of a pension.

Resolved – (a) That the report be noted; (b) that the Chief Executive and the Chief Constable be asked to request a certificate from the Home Secretary in this case; (c) that the Chief Constable be requested to submit a further report when a response is received from the Home Secretary, and (d) in the event of any similar incidents, the Chief Constable be granted delegated authority to obtain the appropriate certificate.

- 25 (18) **POLICE REFORM ACT 2002 – SP** – The Chief Executive submitted a report that detailed the outcome of an investigation conducted by Northumbria Police into complaints made against the Chief Constable.

Resolved – (a) That the report and the fact that all complaints against the Chief Constable investigated by Northumbria Police have been unsubstantiated be noted, and (b) that no further explanation is required regarding the ancillary matters raised under complaints i and ii.

URGENT ITEM – The following item of business, minute 26, was considered after the Chair had decided it was urgent in view of the timescale involved.

- 26 (19) **RECRUITMENT OF DIRECTOR OF HUMAN RESOURCES** – The Deputy Chief Constable gave a presentation on the recruitment process for the post of Director of Human Resources.

Resolved - That the report be noted.