

**HUMBERSIDE POLICE AUTHORITY**

**HUMAN RESOURCES COMMITTEE**

**21 July 2009**

- PRESENT:-** Mr Smith, JP, in the Chair.
- Elected Members:-** Councillors Black, Bunyan, Jawaid MBE and Matthews.
- Independent Members:-** Mrs Groves and Mrs Taylor MBE.
- Officers: -** Mr K Sharp, Chief Executive, Mr N Kingston, Strategic Development Manager (Assistant Chief Executive), Mr I Watson, Assistant Chief Officer (Human Resources), Chief Superintendent K Bowe, Head of Professional Standards Branch, Mr A Stojkovic, Head of Organisation Development, Mrs J Smith, Strategic Development Officer (HR), Superintendent G Collinson, Ms H Pearce, Force Training Manager, Mr A Hudson, Health and Safety Manager, Mr A Khan, Diversity Unit Manager, Ms L Atkinson-Brown, Leadership Development Manager and Mr J Brown, Unison.

The Committee met at Pacific Exchange, Kingston upon Hull.

**WELCOME** – The Chair welcomed new Members and representatives of the Force to the meeting.

- 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 submitted on behalf of Ms Branton MBE.
- 3 **MINUTES** – **Resolved** - That the minutes of the meeting held on 21 April 2009, 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** – There were no updates to report on the

minutes.

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

The Strategic Development Manager (Assistant Chief Executive) referred to (i) minute 36 and advised that a report detailing progress against agreed recommendations arising from the NPIA review of PCSOs would be submitted to the next meeting of this Committee; (ii) minute 50 and advised that a report on secondments would also be submitted to the next meeting of this Committee; (iii) minute 56, Engagement Strategy, and advised that a report was included on the agenda that incorporated information on the exit questionnaire: survey results would be submitted to a future meeting; (iv) minute 57 which related to the submission of information regarding the work of the Anti-Fraud and Corruption Unit, and advised that it was hoped that a report would be submitted to the next meeting of this Committee; (v) minute 68 regarding the HRD scorecard and advised that an update report was included on the agenda and a further report would be submitted to the next meeting; (vi) minute 74 relating to leadership and reported that a presentation on this subject was included on the agenda and an update on the specific recommendations of the HMIC report would be submitted to the next meeting of this Committee, and (vii) minute 76 regarding the Professional Standards Self Assessment and advised that a report highlighting the Force's readiness for inspection would be submitted to the February meeting of this Committee.

**Resolved** – That the action schedule and updates be noted.

- 6 **(2) PROFESSIONAL STANDARDS BRANCH (PSB) UPDATE** – The Chief Constable submitted a report that provided an overview of current trends in relation to complaints received by Humberside Police, comparing the period of April-June 2008 with April-June 2009. A copy of the PSB Key Performance Assessment was appended to the report along with a copy of the recently implemented Performance Management handbook which showed how performance within PSB would be managed.

The Head of Professional Standards Branch advised that for the period April-June 2008 there had been 101 complaints, for the period April-June 2009 there had been 96. Each complaint could include a number of allegations and, although the reduction in the number of complaints was only 5, the number of allegations had been reduced by 41. He commented on the importance of increasing the usage of local resolutions and on the tactical tasking meetings that would involve Investigating Officers visiting Divisions to speak to newly promoted sergeants and inspectors to highlight how the issue of complaints linked in with the citizen focus agenda. He commented on the production of the Performance Management handbook and, in response to a query, reported that information could be distilled down to team level.

**Resolved** – (a) That the report be noted, and (b) that the Performance Management handbook be endorsed.

- 7 **(3) COMPLAINTS: DIP SAMPLING OF COMPLETED CASE FILES** – The Chief Executive submitted a report that set out the findings, including the findings from the checks made against Policing Pledge 10, of recent dip sampling visits to both PSB and Divisions/Branches.

Members commended the increased level of direct contact with complainants but suggested that there was still a lack of consistency and the process needed to be more systematic. The Head of Professional Services Branch advised that the relevant Practice Direction had been made Pledge compliant and that over the next few months responses to complainants would be checked before being signed off. He referred to paragraph 6ii regarding the Policing Pledge requirement for dissatisfaction to be acknowledged within 24 hours, 7 days a week and advised that it was unrealistic to expect a response to a written complaint within 24 hours. He commented on the HMIC inspection which had been positive but had highlighted areas that required further focus. The final report was due in October and the Strategic Development Manager (Assistant Chief Executive) advised that this would be reported to the Communities and Partnerships Committee but the Chair of this Committee should also be informed.

**Resolved** – (a) That the issues arising from the dip sampling visits, including the findings relating to Pledge 10 compliance, be noted, and (b) that the issues arising from the dip sampling visits be taken into account in future visits and the implementation of improvements to the complaints process, proposed by PSB, the Divisions and Branches, be monitored.

- 8 **(4) MISCONDUCT MEETINGS/HEARINGS – THE POLICE AUTHORITY ROLE** – The Chief Executive submitted a report that outlined the implications of the new Police (Conduct) Regulations 2008 (the Taylor reforms) for the responsibilities of the Police Authority and sought approval for the re-appointment of the ‘independent’ persons to sit on Misconduct Hearings.

**Resolved** – (a) That the implications for the Police Authority of the introduction of the new Misconduct Regulations be noted; (b) that the two ‘independent’ members be re-appointed for a further 5 years, and (c) that the Chief Executive keep under review the need to recruit additional ‘independent’ members.

- 9 **(5) POST HSE INSPECTION 2009 – FINDINGS OF THE HSE AND IMPROVEMENT ACTION PLAN** – The Chief Constable submitted a report that outlined the key findings of the HSE inspection conducted in April 2009 and the steps subsequently taken by the Force, including the production of a detailed action plan to address those issues identified.

The Assistant Chief Officer (HR) advised that this was the first time that the Force had been the subject of such a comprehensive health and safety inspection. The HSE had been content with the operational side of the business but had raised issues with police staff and support issues which had resulted in 5 improvement notices being issued against the Force and the Authority. To address this steps had already been taken to strengthen health and safety within the organisation and a new Health Safety Manager had been appointed. A Health and Safety Co-ordinator post had also been created as a temporary position for a period of 12 months. A Health and Safety Improvement Group, which officers of the Secretariat were invited to attend as and when they were able, had been created and had met 3 times so far. A detailed action plan which gave priority to addressing the improvement notices had been produced, however, consideration would also need to be given to the recommendations when they were published by the HSE. Work was also ongoing with the Federation and Unison.

In response to a query regarding how the action plan would address the recommendations that were yet to be received, he advised that the action plan would include different levels of action giving priority to (i) improvement notices; (ii) HSE recommendations, and (iii) longer term issues to ensure that the Health and Safety culture of the organisation was right.

Members commented on the potential workload that could arise from the issuing of the recommendations and queried how compliance with the improvement notices/recommendations was judged. The Health and Safety Manager advised that the successful implementation of systems that were robust and had longevity would be deemed to be compliant by the HSE. The Assistant Chief Officer (HR) indicated that the action plan, along with potential solutions, had been shared with the HSE. He reported that a 3 month “stock take” to consider progress against the implementation of the action plan would take place and a special Chief Officer Group, to which the Authority would be invited, would be held at the end of September.

Members discussed whether a report needed to be submitted to the next meeting of the Police Authority or whether the “stock take” at the end of September would be sufficient. Following discussion it was agreed that following the “stock take” a note would be circulated to all Members of the Authority outlining the progress towards achieving compliance with the improvement notices.

**Resolved** – (a) That the enforcement action taken against the Force and the Authority be acknowledged; (b) that the improvement work underway to address the Improvement Notices be agreed; (c) that the improvement action plan be supported and endorsed, and (d) that an update be circulated to all Members of the Authority following the “stock take” meeting at the end of September.

- 10           **(6) PEOPLE STRATEGY UPDATE** – The Chief Constable submitted a report that gave an update on the progress of the People Strategy and the Human Resources Branch Plan 2009-12.

The Assistant Chief Officer (HR) advised that further information was on the website and he would also keep the Lead Member updated regarding progress. The Chair suggested that it may be useful to have reference to regional working in the Strategy.

**Resolved** – That the report be noted and work be conducted in partnership with the Force to produce a new Workforce Strategy to run from 2010 onwards.

- 11           **(7) HRD SCORECARD DEVELOPMENT UPATE** – The Chief Constable submitted a report that gave an update on the progress regarding development of the HRD scorecard. A sample scorecard was included within the report, using the most recently available complete data, from 1 January – 31 March 2009.

The Assistant Chief Officer (HR) thanked the Strategic Development Manager (Assistant Chief Executive) for his help in developing the scorecard. He commented on the work that was currently underway nationally to develop workforce scorecards and advised that he would ensure that there was no duplication of effort.

Members suggested that the Level 3 template data was not appropriate to be submitted to Committee but should be available to Members if necessary. Reference was made to the need to analyse the data to determine underlying causes and to the need to include information relating to PDRs.

**Resolved** – (a) That the format and structure of the proposed scorecard be endorsed; (b) that in addition to the proposed indicators information relating to PDRs and underlying causes be included in the scorecard, and (c) that the proposals outlined at paragraph 11 of the report be endorsed.

- 12           **(8) BUSINESS AND WORKFORCE MODERNISATION (BWFM)UPDATE** – The Chief Constable submitted a report that gave an update on the progress of the Business and Workforce Modernisation Project.

The Assistant Chief Officer (HR) referred to the OGC Gateway Review and advised that general issues identified had included:- clarity, benefits realisation, communications and engagement. The review utilised a 5 point rating scale from green to red and had resulted in the achievement of an amber rating. Project governance and structure was sound but there were some issues that needed to be addressed, however, these should not affect the successful implementation of the project. A detailed report would be produced in September and would be available to the Police Authority.

**Resolved** – That the current position and progress to date be noted.

- 13 **(9) WORKFORCE PLANNING REPORT** – The Chief Constable submitted a report that gave an update on the range of workforce planning data, including comments and analysis on performance and key trends associated with changes to the workforce between 1 April 2009 and 30 June 2009 and also included an update on the annual workforce plan for police officers for 2009/10.

The Head of Organisation Development commented on the report advising that it was anticipated that there would be 30-35 police officer vacancies so a decision could be made regarding recruitment in the third and fourth quarters of the year. There were transferees and people who had passed the assessment centre awaiting vacancies.

The Assistant Chief Officer (HR) thanked the Head of Organisation and Development. He advised that this was a long term project and that they now had a 12 month rolling programme which could be used to underpin and to monitor and track changes for BWFM, Choices etc.

**Resolved** – (a) That the report be noted, and (b) that the requirement to regularly review the data and assumptions, taking into account the impact of the Choices Programme as it evolves, be endorsed.

- 14 **(10) ENGAGEMENT AND STAFF SURVEY UPDATE** – The Chief Constable submitted a report that gave an update on the development of an employee engagement process, incorporating a new staff survey and revised exit questionnaire process.

The Head of Organisation Development advised that the exit questionnaire had been devised along the same lines as the survey and could be monitored by gender, ethnicity etc.

Members queried the sampling mechanism and queried how staff who were on long term sick would be reached. It was also commented that the questions were, in the main, positive. The Assistant Chief Officer (HR) highlighted that the aim of the survey was to look at development not performance and agreed that consideration needed to be given to how to reach those on long term sick and suggested that ways to contact those on secondment also needed to be considered.

A Member stressed the importance of keeping the survey short and ensuring that the questions were right so that they could be retained and the survey repeated at a later date in order to compile comparative data. The Strategic Development Manager (Assistant Chief Executive) suggested submitting the questions to Maven and considering whether they could be more open rather

than leading. The Head of Organisation Development also suggested that it may be possible to include a question regarding Citizen Focus.

**Resolved** – (a) That the proposed staff survey/exit questionnaire aims, process and timescales be endorsed; (b) that the direction of travel regarding the launch of the staff survey in October 2009, hosted by Maven at a cost of £3k, be endorsed, and (c) that the results and actions arising be reported back to a future meeting of this Committee.

- 15 **(11) LEARNING AND DEVELOPMENT – BUDGET UPDATE** – The Chief Constable submitted a report that gave an update on the current financial forecast against the protected training budget. It also communicated steps already taken to try and balance training bids with funding, as well as summarising future review and project initiatives to close the remaining gap between identified need and the available protected training budget.

The Assistant Chief Officer (HR) congratulated the Team on their work and advised of efforts to move away from an annual bidding process for training.

A Member queried the impact that changing legislation had on the Learning and Development budget, referring specifically to Safeguarding Training and Superintendent Collinson advised that a working group was looking at this issue. The Assistant Chief Officer (HR) commented on the need to consider the essential requirements and risk and on the possibility of having to do things differently in order to fund high risk training needs.

**Resolved** – (a) That the report and the steps being taken to balance training need with available funding, be noted, and (b) that continual updates be provided to this Committee facilitated through the Learning and Development structure, Workforce Development Oversight Board and the Chief Officer Group (COG).

- 16 **(12) ANNUAL REPORT IN RELATION TO EMPLOMENT TRIBUNAL CASES BROUGHT AGAINST THE CHIEF CONSTABLE** – The Chief Constable submitted a report that detailed the number and current status of Employment Tribunal cases brought against the Chief Constable between the period 1 June 2008 to 31 May 2009.

The Assistant Chief Officer (HR) advised that each case was reviewed on completion for learning opportunities.

**Resolved** – That the report be noted.

- 17 **(13) PRESENTATION – DEVELOPING LEADERSHIP IN HUMBERSIDE POLICE** – The Head of Organisation Development and the Leadership and Development Manager gave a presentation on the systems in place for the development of leadership skills within the organisation.

**Resolved** – That the presentation be noted.

- 18**      **(14) FORMER CONSTABLE – FORFEITURE OF PENSION – Resolved** –  
That the report be withdrawn and considered at the next meeting of this  
Committee.