

Devon and Cornwall Police Authority

MINUTES

A meeting of the **Human Resources Committee** was held on Tuesday 19th May 2009 in the Conference Room, Devon and Cornwall Police Authority, Endeavour House, Woodwater Park, Exeter, starting at 10:30hrs.

Present:

Chair Mr D Money

Members: Mrs L Dunn, Mr G Hicks, Ms J Norton, Mrs L Price.

Officers in attendance:

Police Authority

Ms J Norris (Assistant Chief Executive) Mrs E Zoestbergen (Policy Officer), Mr C Schofield (HR Advisor to the Authority), Mrs G Clifton (Administrator).

Police Force

Mr C Baker (Performance & Reward Manager), Mr A Cole (Health & Safety Manager), Mr G Cooper (Head of HR), Mr C Haselden (Director of HR), Mr P Tucker (HR Strategy Manager), Ms J Wordley (Women In Policing Network)

HR/402 Apologies for Absence

Apologies for absence were received from Mr J Rowe.

HR/403 Declarations of Interest

No declarations of interest were made in respect of any item on the agenda.

HR/404 Chairman's Announcements

- The start time of the meetings had been changed to 10.30 a.m. which did not suit all members. The Chairman agreed to email all members to ask their preference on starting at 10.00 or 10.30; the majority decision would prevail.
- The Chairman suggested that agenda item 5 (Women in Policing Network) be heard before agenda item 4 (Minutes).
- The Assistant Chief Executive who would be resuming the "lead officer" responsibility for HR
- The Chairman thanked Mrs Zoestbergen for the work she had done for the HR Committee (during the Assistant Chief Executive's secondment from the Authority)

HR/405 Women in Policing Network (WiPN)

The Ms Wordley representing the Women In Policing Network talked about the purpose of the organisation and highlighted the following points:

- The WiPN had been formed in 2006 and championed fairness and equality in the workplace for women. It acted as a resource, developed policy and strategy, assisted in the recognition of family life for both men and women and worked to improve the representation of women.
- All female employees are automatically members unless they choose to opt out. Members wore lanyards as identification so women would know whom to approach.
- The network worked closely with other support groups to promote health and welfare, learning and development and to provide a range of advice such as on childcare, maternity breaks and job share.
- It organised various events to raise awareness about what can and cannot be done in a professional context. The last AGM in November 2008 had workshops and provided an excellent networking opportunity.

The discussion covered the following issues:

- The success of the venture was due to the hard work of a few individuals and was fully supported by the Constabulary and the Police Authority (PA).
- Although there was a good proportion of women represented in the more junior ranks there is a need to ensure that women were better represented in the more specialist roles.
- The Force wellness programme had 'piggy-backed' on the work initiated by the WiPN.
- Devon and Cornwall Constabulary was participating in a research project run by Exeter University looking at why the career aspirations of women joining public bodies reduce over time.
- Flexible working was key for both women and men. The most common feedback concerned issues over childcare or care of elderly relatives.
- Both the Constabulary and the PA was better represented by women at a senior level than many other forces.

RESOLVED to note the report.

HR/406 Minutes

RESOLVED that the minutes of the meeting held on 24th March 2009 be confirmed as a correct record subject to the following amendments:

- (i) that the minute headed "Matters Arising" relating to minute HR/378 is amended to read *"the paper outlining the suggested changes to the A20 process on medical retirement of Police officers would be brought to the first committee meeting after the summer in order to seek members views."*
- (ii) That Minute HR 396 - proposed Restructuring of the HR Function has the additional words placed in the last paragraph *"as redundancies are to take place before the new technology has been put in place."*

Matters arising:

- HR/397 – there were three updates regarding the recruitment and retention of BME officers and staff
 - (i) a new Equality Bill was going through Parliament;
 - (ii) APA guidance had been received; and
 - (iii) there was a national Police Service Equality standard.
 A paper would be brought to the next Committee meeting covering these issues and how they should be progressed.
- HR/399 – the forthcoming HMIC inspection of the PA had been put on a seminar agenda and progress was being made.
- HR/401 – a letter had been written to the Chair of the Corporate Governance Committee; as yet no reply had been received.
- The Chair noted that some Committee papers continue to be submitted late and in addition do not always note the date the paper was actually written.

RESOLVED

- (i) that a report be brought to the next meeting covering the latest guidance on recruitment and retention of BME officers and staff.
- (ii) that the Director of HR be requested to ensure every effort is made to ensure that papers are submitted on time

HR/407 Proposed Restructuring of the HR Function

The HR Director provided a progress update. The following points were discussed:

- Members had concerns at the last meeting that the restructuring was taking place in advance of the installation of the new technology. The Constabulary had decided, however, to let the new structure and processes determine what technology was needed first, then the affordability of the necessary IT could be better considered alongside the other technological changes.

- There were two main strings to the project – (a) the redrawing of learning and development and (b) restructuring of core HR activity. Other parts of HR were also being restructured. There was a schematic describing the governance arrangements for overseeing the restructuring as part of wider changes in the corporate services provision, with terms of reference, membership and responsibilities. This would be provided for members at the next meeting.
- There was a need for the PA to monitor the implementation and effectiveness of the restructuring through assessment measures. There was a scorecard designed to cover most of the measures but it did not yet include a measure of 'satisfaction'. It was currently being decided which activities HR would support and what levels of performance are expected. A paper would be brought to the next meeting setting out what these measures are.

RESOLVED

- (i) to note the contents of the report
- (ii) that a report on the terms of reference of the groups managing the restructuring project would be brought to the next meeting;
- (iii) that a report on the development of assessment measures would be brought to the next meeting.

HR/408 People Strategy

The HR Strategy Manager introduced the final draft of the Strategy. The following issues were discussed

- This version had been produced following a seminar with members on 24th March 2009. It had since been identified that there was a need to bring this strategy together with two other strategies, namely the Public Service Strategy and the Operational Policing Strategy to form the key enabling strategies for the Force.
- The Committee required regular reports of progress against the People Strategy action plan and HR scorecard. However, the action plans covering each strand of the strategy and how they interconnect were too detailed to cover at the meetings. A subgroup of members and PA staff would look at the detailed plans and select the necessary information for the Committee to properly consider them.

RESOLVED

- (i) the report be noted
- (ii) that a précis of the action plans would be brought to the next meeting.

HR/409 Attendance Management

The Director of HR presented the report:

- Benefits were starting to be seen from the steps taken to improve attendance management. The sick rates had fallen and an employment tribunal had found in favour of the Force following a dismissal over attendance management.
- The Performance Management committee would continue to see regular reports of progress with attendance.
- Work would continue on managing attendance as one of the many elements to ensure the Constabulary is one of the top Forces by 2012. Benchmarking progress against other Forces is helpful. There was a need to disaggregate the targets into individual departments.
- The Chair suggested that an update would not be necessary until the November or January meeting unless there was a dramatic shift in absence rates.

RESOLVED

- (i) that the report be noted
- (ii) that a further report would be presented to a future meeting.

HR/410 Performance Development Review (PDR)

Mr C Baker gave an overview of the system. The following points were discussed:

- Intensive training had been given to 1400 line managers. Instead of objectives there would be a 'performance agreement' with a 'contribution statement' from first and second line managers.
- In 2007/08 completion rates had fallen, work was being done to generate enthusiasm to complete the process. A more efficient paperless approach was being developed with the responsibility for completion moving to the individual.
- The emphasis would be on personal development rather than performance. Regular 121 interviews are held throughout the year and the final PDR is done in April. There was a suggestion that instead of doing all PDRs at the same time they could be spread by doing them on the anniversaries of taking on a new role.
- The quality of the reviews was important and would be monitored by the second line manager and some dip samples would be taken by HR.
- All staff would undergo PDRs; higher ranking staff such as the ACC, DCC and directors have theirs carried out by the Chief Constable.
- Guidance on how to hold reviews had been developed for line managers. Staff from Sergeant and upwards including civilian staff had received the Franklin Covey training covering the competencies of 'whole' jobs and people management.
- Members requested an overview of the review process including what the 'seven expectations of leaders are and what 'good' looks like. This year's process would be completed by the end of June, some examples would be shown to members.

RESOLVED (i) that the report be noted
(ii) that a further report be provided to a future meeting.

HR/411 Performance Indicators for Human Resources

The HR Strategy Manager presented the report. The following issues were discussed:

- The performance figures were going in the right direction.
- Previously members had received a report on employment tribunals broken down into type of claim; further such reports would be useful.
- There had been a rise in the number of female PCSOs – it was not known if this was comparable with other Forces.
- The overtime rates were high in Plymouth, which was probably due to a shortage of staff at the time the figures were collated. Since then there had been an intake of new staff.
- Significant numbers of people were declining to state their gender or ethnic background making it difficult to monitor diversity. A protected computerised system might help but would not be available for some time. A one-off census was planned but staff might still refuse to provide the information.
- All staff when leaving are invited to an exit interview but not all attend.
- Since the introduction of PCSOs it would be useful to have information on the joining and retention of these staff.

RESOLVED (i) to note the report.
(ii) that a report on the employment and retention of PCSOs would be presented to a future meeting.

HR/412 Police Authority Members' Training Programme

A PA member presented the report covering the following issues:

- All except one of the 121 interviews had now been completed. PA staff were looking at how to provide the training needs identified.
- Some members would have preferred more information in advance of the meeting.
- The majority of members felt that the process should be repeated on an annual basis.

RESOLVED to note the report

HR/413 HMIC inspection of the Constabulary's Human Resources Function

The HR Strategy Manager presented the report covering the following points:

- HMIC had awarded an improved grading of 'fair' compared with the previous grade of 'poor'. This was a significant achievement.
- Areas of further work had been identified some of which was already in progress. A report on this work would be provided to the next meeting.
- Some of the issues relate to diversity, which might be better dealt with by the Equality and Diversity Group. The Chairman would discuss this with PA staff.

- RESOLVED**
- (i) to note the report.
 - (ii) that a further report on progress be provided to the next meeting.
 - (iii) to decide which group should deal with the diversity issues identified by HMIC.

HR/414 Force Response to the HMIC Thematic Report 'Leading from the Frontline'

The report was a position statement. The lead for this work is ACC Netherton. The Force was collating a detailed response to each of the points raised.

RESOLVED to note the report

HR/415 Dignity and Work Code

This item was withdrawn.

HR/416 Exclusion of Press and Public

RESOLVED that the items detailed in the table below be considered as closed items:

Agenda Item No	Report Title	Relevant Act	Relevant Section
16	Job & Grading Review (JAG)	Local Government Act 1972 as amended by the Local Government (access to information) Act 1985	Schedule 12A, paragraph 4, information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising under the authority or a Minister of the Crown and employees of, or office holders under, the authority.
17	Health and Safety implications of work-related upper limb disorder claims	Local Government Act 1972 as amended by the Local Government (access to information) Act 1985	Schedule 12A, paragraph 5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

HR/417 Job and Grading Review (JAG)

The Director of Human Resources presented the report covering the following points:

- There was a need to undertake a standard job and grading exercise which would take two to three years. A proper grading system was needed before the appropriate salaries can be assigned.
- Some equal pay claims were currently being assessed. Discussions are underway with the PA Task and Finish Group on the job and grading exercise. A formal presentation on progress would be given to the next meeting of the Chairs' Committee.

RESOLVED to note the report

HR/418 Health and Safety Implications of Work-Related Upper Limb Disorder Claims

The Health and Safety Manager presented the report. The following issues were discussed:

- Of the eight outstanding claims, one had been settled in 2007 for £5,000 plus costs.
- Display Screen Equipment training and assessments had now been introduced for all staff which should help prevent reoccurrences. Line managers are responsible for ensuring staff complete the assessments.
- Vouchers are available for eye tests; the E-learning system will highlight this.

RESOLVED (i) to note the report
(ii) that the Chair notifies the Chairman of the Resources Committee that the report has been considered

There being no other business the meeting closed at 13.50 hrs