

Devon and Cornwall Police Authority

MINUTES

A meeting of the **Human Resources Committee** was held on Tuesday 24th November 2009 in the Conference Room, Devon and Cornwall Police Authority, Endeavour House, Woodwater Park, Exeter, starting at 10:30hrs.

Present:

Chairman Mr D Money

Vice-Chairman Mrs L Price

Members: Mr M Clayton, Mr G Hicks, Ms J Norton, Mr D Percival, Mr B Preston,

Officers in attendance:

Police Authority

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

Police Force

Mr G Cooper (Head of People Services), Supt. I Grafton (Interim Head of Learning and Development), Mr C Haselden (Director of HR), Ms C Owen (HR Strategic Development Manager) and Ms S Potter (Employee Relations Specialist).

HR/433 Chairman's Announcements

The Chair welcomed Mr Percival to his first meeting of the Committee.

HR/434 Apologies for Absence

An apology for absence was received from Mr M Hodge.

HR/435 Declarations of Interest

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

HR/436 Minutes

RESOLVED: that the minutes of the meeting held on 16 September 2009 be confirmed as a correct record

Matters arising:

HR/424 last bullet point – the Committee Chair had met with the new Chair of the Corporate Governance Committee to discuss the recommendations from the Force Response to the HMIC Thematic Report 'Leading from the Frontline'.

HR/427 Resolution (ii) – a small sub group is to be formed to meet with the Director of HR and the HR Strategic Development Manager to discuss the presentation/content of the action plan from the HMIC inspection and the linkage with the People Strategy for future meetings. This has been delayed due to staff changes but a meeting is scheduled for 16 December 2009.

HR/428 Resolution (ii) – the minutes of the HR Strategic Group will be forwarded to members of the HR Committee when available.

HR/437 Director of Human Resources Update Report

The Director of Human Resources provided an update briefing. The report highlighted the following points:

- The Police Use of Resources audit now includes an added dimension of workforce management. Devon and Cornwall had achieved an overall score of 'level 3' indicating it exceeds minimum requirements and is performing well. Areas for development have been identified to continue to build on this score.

- The Health and Safety Executive (HSE) has issued a policy statement on how to strike a balance between operational duties and health and safety risks. There is recognition that policing has inherent risks that are different to other work activities. The HSE Work is developing practical guidelines as to how the position statement is applied, this will be provided to the Committee when it is available. Training in risk assessment is crucial for all aspects of work. The guidelines will provide clarity in assessing dynamic situations.
- A series of seminars have taken place to discuss with managers their full range of responsibilities and the vital role they play as the Force moved forward. Achieving top performing force status by 2012 will depend on good leadership.
- The personal assessment of wellness now available in the Force gives a profile of how staff are now and what they can do to improve. It also shows, in anonymised form, how particular groups cope with change etc.
- A Cultural Identity Event had been held in Plymouth as part of the equality and diversity programme. Plymouth was chosen as it is an urban area with a high proportion of diversity and cultural mix.

RESOLVED to note the report

HR/438 Implementation of the People Strategy

The HR Strategic Development Manager introduced the report that outlined proposals for the future reporting mechanisms on the effectiveness of implementing the People Strategy.

Issues discussed during consideration of this item included:

- Work is continuing to develop action plans and ensure they are aligned with the Operational Policing Strategy and the Public Service Strategy.
- The table attached to the report showed the key themes and will include proposed measures to demonstrate the benefits coming out of the actions taken. More information on the measures would be available at the January meeting and a report on progress would be provided to the May meeting. The Committee may wish to concentrate on the high level significant outputs and outcomes. The Committee requested that the measures are provided in a similar format to those used in the Performance Management and Community Engagement Committees.
- The Attendance Management Policy sets out key timescales when a manager should seek medical advice on an absentee's condition.

RESOLVED to note and approve the proposals for the future reporting mechanism, both the content and frequency, in respect of the implementation of the People Strategy

HR/439 People Strategy – Leadership Training

The Interim Head of Learning and Development presented the report that outlined work being done to develop a range of leadership training interventions.

Issues discussed during consideration of this item included:

- Talent Development – the principle responsibility for staff development lies with managers. Within any workforce there is also likely to be a pool of top talent. Best practice from other areas is used in developing interventions. It was suggested that in the past some staff have been reticent in putting their name forward for development opportunities; this barrier needs to be overcome and expectations managed.
- Coaching and Mentoring – there is a role for line managers here but also bespoke mentoring is needed. Development packages such as secondments are offered. Within the Core Leadership syllabus there is a lot of opportunity to deliver coaching and mentoring without using a formal programme.
- Core Leadership Development Programme (CLDP) – this is due to be re-launched in April 2010. It targets the middle band of managers as opposed to top managers. The training is provided in-house via a series of workbooks.

- Leadership and Personal Development – the two-week course is still available for managers and has been supplemented with a one-week course for teams. This has proved very successful when used for new recruits and is now being rolled out to existing staff.
- A specific element of the PDR has been introduced to cover development. It is the line manager's job to develop the full potential of the team with HR support to give them the tools of the job. Training should be available to all on an equal basis. Staff that work shifts etc. must not be overlooked.

RESOLVED to note the report

HR/440 Transformation of the HR Function and the Directorate

The HR Director introduced the report that provided an update on the transformation of the HR function and directorate and the people management arrangements for the Force. The following points were discussed:

- The report was a position paper for the new structure which was launched on 1st October 2009.
- The first phase had been completed which involved restructuring the Department to improve service provision. The second and third phases were being pursued to look at detailed processes of how people are managed and the technology required.
- The most fundamental key to the new operational system's operation was accurate people data. This was a major piece of work.
- The cost of learning and development for Devon and Cornwall, as cited in the report, was more than the other South West forces because it was larger, (twice the size of others) and due to its geography had tutor units spread around. The number of recruits being trained in any force also has an impact on costs.
- Regional collaboration for training was being developed. This was likely to save costs as most forces would use the same training programmes.
- Satisfaction with the new structure would be assessed. So far senior managers are largely positive but a few specific areas need attention.
- Step by step guides for procedures had been developed but there was no email management system as yet.
- A focus group of practitioners was being set up to obtain customer feedback.
- The Committee was invited to Middlemoor to view the new People Services Centre.

RESOLVED (i) to note the progress update
(ii) that a further update would be provided to the next meeting.

HR/441 Ill-Health Retirement and Injury Awards – Police Officers

This report provided information on the ill health retirement of Police Officers and subsequent reviews. Issues discussed during consideration of this item included:

- The responsibility for the decision on retirement due to ill health lies with the Police Authority (PA)
- An individual has the right to appeal the decision to the Secretary of State but this is a rare occurrence.
- Members of the panel do not have to be health experts; the papers provide all the necessary information.
- Ideally all three members of the sub committee should be trained but in practical terms this was not always possible. As a minimum two should be trained in the Police Pension Regulations.
- It was suggested that the PA constitution be amended to better reflect the work of the A20 sub-committee by changing the name to "The Police Pensions Regulations Sub-Committee".
- The Terms of Reference and Delegated Powers relating to the Sub Committee would be amended to reflect other Police pension regulations requiring a decision by the Police Authority.
- Approximately 20 ill health retirement cases had been reviewed by the Force Medical Advisor. This saved consulting outside practitioners for those cases that obviously had not eased. The same test was used for reviews as at the original ill health retirement stage i.e. is the disablement such that the individual cannot carry out the ordinary duties of a Police Officer.
- If it was decided that the disablement had eased and the officer refused to come back to work then the normal disciplinary procedures would apply.

- Pensions can be forfeited on the commission of certain criminal offences. It was unclear how this would be revealed for retired officers. This is a separate process from ill health retirements and reviews.

RESOLVED

- (i) the basic process for Police Authority meetings held to consider Medical Health Retirements and Injury Awards is that a Police Authority sub-committee is convened and considers each case by way of written submissions and a force representative attends the sub-committee meeting to answer any factual questions;
- (ii) the Force process details will be amended to reflect the Force's organisational changes and that regulatory timeframes will be included where appropriate, without encumbering the process itself;
- (iii) the attendee of the Force at the sub-committee meeting will not provide a preamble of the cases during the meeting as this is detailed within the papers that the Authority will receive prior to the meeting;
- (iv) questions raised by the Sub Committee to the Force attendee to be factual and solely related to whether ill health retirement is appropriate in the individual case. Answers to be fact based;
- (v) the letter sent by the Force to the individual advising of the Regulation A20 sub-committee should include:
 - (a) the date of the Police Authority decision
 - (b) what the decision states and, if retirement, date of retirement.
- (vi) a training session about Police Pension Regulations for Police Authority members is organised and repeated at appropriate times when new members are appointed;
- (vii) the sub-committee will comprise three members of the Police Authority of whom at least two will have attended ill health training about Regulation A20.
- (viii) to approve the process, as appended to these minutes for the review of retirements on the grounds of permanent disablement.

Recommended to the Police Authority

- (i) That the name of the Regulation A20 Sub Committee is changed to "The Police Pensions Regulations Sub Committee"
- (ii) That the Terms of Reference and the Delegated Powers of the Sub Committee in (ii) above are: *"to determine matters in accordance with Police Pension Regulations on behalf of the Police Authority"*
- (iii) That the Committee Terms of Reference and the Delegated Powers of Committees and Groups are amended to reflect decisions taken regarding (ii) and (iii) above.

HR/442 An Update on the Performance and Development Review Process

The Head of People Services presented the report which described some changes to the Performance and Development Review (PDR) process for 2009/10.

Issues discussed during consideration of this item included:

- A step by step guide to the new process was available on the Force intranet. There was a shift of emphasis from HR to the line manager having responsibility and the use of PDRs had been extended to contribute to the 2012 goal of being a top ten force.
- The HR Advisor to the Authority noted that the percentage of completed PDRs was still of concern. The HR department had the poorest performance in completing PDRs.
- Individuals moving jobs had to have a completed PDR. Completion was now the joint responsibility of the individual and the line manager. Senior Managers must also be held to account for management in their areas – this included PDR completion.

RESOLVED to note the report

HR/443 Deployment of the Special Constabulary

This report provided information relating to the deployment and management, hours worked and the types of duties performed by special constables.

RESOLVED to defer consideration of this item to the next meeting of the Human Resources Committee.

HR/444 Performance Indicators for Human Resources

The HR Strategic Development Manager introduced the report which provided performance information, analysis and initial commentary for the Human Resources function for the year ending 30th September 2009. The following issues were discussed:

- Currently police officer strength was running at over 3500; because of this, the planned intakes in January and February would not go ahead. Members were concerned at the effect this might have on the budget. The Force was confident that current levels of wastage and the cancellation of the January and February intakes would bring numbers into line by March 2010.
- The information was provided on the number of cases submitted to employment tribunals but in past reports there has been more detail on the type of cases brought. Members found this information useful particularly if discrimination cases are involved.
- Most departments are below Police Staff establishment figures but some are employing temporary staff. A report would be brought to the next meeting explaining how establishment numbers were controlled. There were some disparities around how posts are recorded and filled. Where there are vacancies or special projects temporary staff are sometimes used.

RESOLVED (i) to note the report
(ii) that a report on how staff numbers are controlled be brought to the next meeting of the Committee.

HR/445 Local Employment Targets

This report provided an update on the Local Employment Targets for under-represented groups and asked the Committee to consider how to take the process forward.

RESOLVED to defer consideration of this item to the next meeting of the Human Resources Committee.

HR/446 Job and Grading (JAG) Update

The Force is continuing to look for an outline plan for the JAG review to be prepared by the end of March 2010. This will involve detailed discussions with the unions.

RESOLVED to note the report:

HR/447 Briefing Sheets

The following publications had been received since the last meeting of the Committee:

- Restructuring of HR: Governance for Corporate Services Transformation Project.
- Initial Measurement of the Effectiveness of the People Services Centre.

RESOLVED to note the receipt of the publications

There being no other business the meeting closed at 13.15 hrs