



**LINCOLNSHIRE POLICE AUTHORITY  
HUMAN RESOURCES COMMITTEE  
9 DECEMBER 2010  
10.30AM – 12.40PM**

**PRESENT:**

**Members:** Mr F Mann (Chairman), Mr J Cooke, Mr R Davies, Mr P Przyszlak, Mr J Walker, Dr B Wookey, Mr B Young

**Secretariat:** Mr M Burch (Chief Executive), Ms J Flint (Treasurer), Mr H Hunt (Deputy Chief Executive), Mr J Horton (Engagement and Communications Officer), Mr J King (Committee and Administration Officer)

**Force Officers:** Mrs S Scott (Director of HR), Ms C Munday (Head of HR Strategy), Mrs D Cooper, (Head of HR Resourcing and Development), Mrs M Cowell (Equalities and Diversity Officer)

**Apologies:** Mrs A Crowe JP (Vice Chairman)

**55/10. DECLARATIONS OF PERSONAL AND/OR PREJUDICIAL INTERESTS**

Mr J Walker declared a personal interest in item 70/10 due to his involvement in Employment Tribunals.

**56/10 MINUTES – 30 SEPTEMBER 2010**

<b>Resolved:</b>	<b>Responsible Officer:</b>
1. That the minutes of the meeting held on the 30 September 2010 be taken as read and signed by the Chairman as a correct record.	-

**57/10. MINUTES – 26 NOVEMBER 2010**

<b>Resolved:</b>	<b>Responsible Officer:</b>
1. That the minutes of the meeting held on the 26 November 2010 be taken as read and signed by the Chairman as a correct record.	-

## 58/10. ACTION SUMMARY

**Minute C13 (15/6/10)** – The Chief Executive had agreed with the Director of HR to put the proposed revamp of the HR Plan on hold until after the Transformation Change Programme had been completed.

<b>Resolved:</b>  1. That the Action Summary be noted.	<b>Responsible Officer:</b>  -
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## 59/10. POLICE AUTHORITY RISK REGISTERS

Members reviewed the critical and non critical risks currently sponsored by the Chairman. In each case it was agreed that the level of risk and control measures should remained unchanged.

Members were invited to consider assessing a new risk around the potential scale of staffing changes in the Force because of the financial situation. Members agreed to defer consideration of the proposed risk until after the Force Transformation Change Programme had been completed. The Vice Chairman of the Authority undertook to raise the matter at forthcoming meetings of the Audit, Risk and Governance Committee and Policing Change Programme Steering Group.

<b>Resolved:</b>  1. That the report be noted.	<b>Responsible Officer:</b>  -
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## 60/10. RISK REGISTER – HR ACTIONS

The Head of HR Strategy provided an update on a number of risks assigned to the HR service, including a number that featured on the HR risk register but not the Force risk register.

Referring to HR risk 23 (lack of deployable sergeants) the Committee assumed that the establishment of 183 Sergeants included a proportion of officers who were either Temporary or Acting Sergeants, which only served to exasperate the situation given that some of those officers would not be qualified to undertake specific roles such as that of Custody Sergeant under the regulatory framework. Members requested further clarity be provided for the next meeting.

<p><b>Resolved:</b></p> <p>That</p> <ol style="list-style-type: none"> <li>1. the report be noted;</li> <li>2. further information concerning the proportion of Temporary / Acting Sergeants be provided at the next ordinary meeting.</li> </ol>	<p><b>Responsible Officer:</b></p> <p>- H (HR Strategy)</p>
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## 61/10. COMMITTEE WORKPLAN

The Vice Chairman of the Authority referred to preparations for the forthcoming Support and Challenge meeting between the regional HMI and the Chairman of the Authority and Chief Constable. He thanked the Deputy Chief Executive, the Planning, Innovation and Review Manager and the Service Improvement Manager for producing briefing sheets in preparation for the meeting and for putting together a 60 second briefing. Members were also advised that amendments suggested by the Authority to the terms of reference for the Policing Change Programme Steering Group had been fully accepted.

<p><b>Resolved:</b></p> <ol style="list-style-type: none"> <li>1. That progress with the Work Plan be noted.</li> </ol>	<p><b>Responsible Officer:</b></p> <p>-</p>
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## 62/10. HR PERFORMANCE UPDATE

The Head of HR Strategy updated the Committee on the performance of the HR department against the HR Plan for the 2<sup>nd</sup> quarter (1 July to 30 Sept).

The Chairman welcomed an improving picture in terms of the number of medical appointments being offered within the target of 3 weeks. Members were advised that delays were usually down to administrative issues rather than availability to cover actual appointments.

The Committee questioned whether the target of 90% student officers given a minimum of 2 months notice to join the student officer intake was realistic. The Head of HR Resourcing and Development advised that the October intake comprised primarily of internal staff. However, the target remained an aspiration. Members suggested that consideration be given to amending the wording of the target to make it clear that it would only apply when student officers were recruited.

Members were advised that Lincolnshire was regarded as an “outlier” in terms of the volume of leavers, which was likely to be a matter of interest to the regional HMI. However, it was clear from the report that there were no obvious trends or patterns to explain why the numbers of police officers and staff were leaving the organisation.

<p><b>Resolved:</b></p> <p>1. That the report be noted.</p>	<p><b>Responsible Officer:</b></p> <p>-</p>
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### 63/10. WORKFORCE PLAN 2011 - 2012

The Head of HR Resourcing and Development tabled an update to the report, which provided projections for the number of leavers and starters for the period 2012/13 to 2014/15. This would see the current establishment of 1208 full time equivalents (FTE) reduce to 1133 FTE by 31 March 2012.

Members were concerned to ensure that reductions in police officer numbers did not adversely impact on the Force's neighbourhood policing capability. The Head of HR Resourcing and Development suggested that some posts would come from specialist units within Crime Support and from Operations Support due to the affect of regional collaborative effort in these areas. A further report would be brought back early in the New Year once the piece of work had been completed.

The Chief Executive suggested that the paper was ambiguous about the severity of reductions. Whilst the target for 31 March 2012 was 1133 police officers, a further 60 officers would be lost over the subsequent 3 years, making a total of 135. This was unlikely to be well received by the public. It was therefore vital that Members were afforded a clear picture of where the reductions would be made, what level of savings would be accrued and the likely impact on service delivery - including the regional dimension.

The Treasurer noted that under Workforce Modernisation the numbers of police staff posts could potentially rise, despite there being no provision for the increased costs. It was important that reductions in police officer numbers were not somehow off set by increases in police staff.

<p><b>Resolved:</b></p> <p>1. That the report be noted.</p>	<p><b>Responsible Officer:</b></p> <p>-</p>
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### 64/10. POLICE AUTHORITY/FORCE EQUALITY AND DIVERSITY UPDATE

Members congratulated the Engagement and Communications Officer on the success of the recent "Young People's Question Time". Following his involvement in the initiative the Chairman suggested that it was a good opportunity to strengthen contacts with schools as it was clear that younger people wanted to engage.

The Committee also commended the development and launch of Lincolnshire's first multi-agency Hate Crime Strategy. The Equalities and Diversity Officer confirmed

that work was well underway to implement the Action Plan that complemented the strategy and that targets were being met.

<p><b>Resolved:</b></p> <p>1. That the report be noted.</p>	<p><b>Responsible Officer:</b></p> <p>-</p>
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**65/10. SICKNESS TASK AND FINISH GROUP UPDATE**

The Chairman of the Sickness Task and Finish Group was pleased to confirm that the current trend in sickness levels continued to be downwards and was particularly pleased to note the significant reduction in short term sickness in recent years. The average number of days lost was also moving towards 7 days, which would reduce the annual cost of sickness by around £196,000. He thanked Steve McGowan and the Deputy Chief Executive for supporting the work of the Group.

The Chairman of Audit, Risk and Governance Committee suggested that appointing Members from a range of different backgrounds and experiences was helpful in terms of the contributions they were able to make. He further believed that setting a narrowly defined role for the T&FG had also worked well and suggested that a similar approach be adopted in future.

<p><b>Resolved:</b></p> <p>That</p> <p>1. the report and the group’s findings be noted; 2. the group’s recommendations be agreed.</p>	<p><b>Responsible Officer:</b></p> <p>- -</p>
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**66/10. FUTURE SENIOR MANAGEMENT STRUCTURE FOR THE HR SERVICE**

In noting the report, the Chairman requested that the Committee be furnished with a copy of the management structure for the entire HR department.

The Vice Chairman of the Authority paid a warm tribute to Sue Scott who was shortly to retire from her post as Director of HR. The Chairman and Members echoed the sentiments expressed and wished her well for the future.

<p><b>Resolved:</b></p> <p>That</p> <ol style="list-style-type: none"> <li>1. the report be noted;</li> <li>2. the Committee be furnished with a copy of the management structure for the entire HR department.</li> </ol>	<p><b>Responsible Officer:</b></p> <p>- DoHR</p>
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[Mr Davies left the meeting at 12.10pm]

#### **67/10. EXCLUSION OF PRESS AND PUBLIC**

<p><b>Resolved:</b></p> <ol style="list-style-type: none"> <li>1. That the press and public be excluded from the meeting on the grounds that the following items involved the disclosure or likely disclosure of exempt information as detailed in paragraph 1 of schedule 12A of the Local Government Act 1972 (as amended).</li> </ol>	<p><b>Responsible Officer:</b></p> <p>-</p>
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#### **68/10. THE SECRETARIAT**

The Chief Executive proposed a change to the administrative support arrangements within the Secretariat.

<p><b>Resolved:</b></p> <ol style="list-style-type: none"> <li>1. That the proposal be approved.</li> </ol>	<p><b>Responsible Officer:</b></p> <p>-</p>
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#### **69/10. REDUCTIONS IN POLICE STAFF NUMBERS**

The Director of HR explained the implications of the required reductions in the police staff budget, and how the situation was being managed.

<p><b>Resolved:</b></p> <ol style="list-style-type: none"> <li>1. That the report be noted.</li> </ol>	<p><b>Responsible Officer:</b></p> <p>-</p>
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## 70/10. EMPLOYMENT TRIBUNALS (ET) CASES - UPDATE

<b>Resolved:</b>  1. That the report be noted.	<b>Responsible Officer:</b>  -
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## 71/10. POLICE STAFF DISCIPLINE – 1 APRIL TO 30 SEPTEMBER 2010

Members questioned whether it would be more appropriate for the overview of disciplinary cases in respect of Special Constables and Police & Community Support Officers (PCSOs) to be considered by the Professional Standards Committee, which scrutinised complaints cases involving regular officers. The Director of HR pointed out that whilst Special Constables and PCSOs worked on the front line they were classed as police staff. The Chief Executive undertook to review the current reporting arrangements.

<b>Resolved:</b>  That  1. the report be noted; 2. the reporting arrangements in respect of disciplinary cases affecting members of the Special Constabulary and PCSOs be reviewed.	<b>Responsible Officer:</b>  - CE
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## 72/10. MONITORING OF FAIRNESS AT WORK COMPLAINTS – 1 APRIL TO 30 SEPTEMBER 2010

<b>Resolved:</b>  1. That the report be noted.	<b>Responsible Officer:</b>  -
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CHAIRMAN