



**LINCOLNSHIRE POLICE AUTHORITY
HUMAN RESOURCES COMMITTEE
6 OCTOBER 2011
10.00AM – 1.05PM**

PRESENT

MEMBERS: Mr F Mann (Chairman), Mrs A Crowe JP (Vice Chairman), Mr J Cooke, Mr P Przyszlak, Mr J Walker, Dr B Wookey

SECRETARIAT: Mr M Burch (Chief Executive), Mrs J Flint (Treasurer), Mr J King (Committee and Administration Officer), Miss V Mason (Research and Performance Officer)

FORCE OFFICERS: Mr P Steed (Assistant Chief Officer), Ms C Munday (Head of HR Strategy), Mrs D Cooper (Head of HR Resourcing and Development), Mrs Debra Bentley, Strategy and Planning Manager

APOLOGIES: Mr R Davies, Mr B Young

23/11. DECLARATIONS OF PERSONAL AND / OR PREJUDICIAL INTERESTS

None.

24/11. MINUTES – 15 June 2011

Resolved:	Responsible Officer:
1. That the minutes of the meeting held on the 15 June 2011 be taken as read and signed by the Chairman as a correct record.	-

25/11. ACTION SUMMARY

Item C6 (9 September 2010) Senior Officer Remuneration. The Treasurer undertook to brief Members during the exempt part of the meeting.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. the Action Summary be noted; 2. a copy of the Executive Summary of the RSM Tenon audit of the Management of Training Opportunities be provided to the Authority's Learning and Development Portfolio holder. 	<p>Responsible Officer:</p> <p>- HoHR (R&D)</p>
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26/11. POLICE AUTHORITY RISK REGISTERS

The Authority's Vice Chairman referred to critical risk 'G' relating to the failure to deliver on regional collaborative initiatives. He had recently attended a meeting of the East Midlands Deputy Chief Constable's Board at which concerns had been expressed about the TUPE transfer of staff and their pension provision. It had been suggested that the costs associated with pension transfers in particular could have a negative impact on savings under regional collaboration. The Assistant Chief Officer advised that the financial directors from Lincolnshire, Derbyshire and Leicestershire had already agreed a common approach going forward, subject to approval by the Treasurer. However, he was less certain of the approach being taken by Nottinghamshire and Northamptonshire. The Chief Executive suggested that it would benefit Members to understand how employment models were being implemented for the various regional business solutions. The Head of HR (Strategy) offered to circulate a comprehensive briefing which had been prepared for bidders under the Business Transformation Project (BTP). The Authority's Vice Chairman welcomed the offer but requested that the briefing be distilled to a single sheet.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. the report be noted; 2. current issues around the TUPE transfer of staff and pension transfers be included under critical risk 'G'; 3. the Committee be included as a sponsor under critical risk 'G'; 4. Members of the Committee be circulated with a summarised version of the HR briefing paper on regional collaborative projects prepared for bidders under the BTP. 	<p>Responsible Officer:</p> <p>- RPO RPO HoHR (Strategy)</p>
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27/11. RISK REGISTER – HR ACTIONS

The Head of HR (Strategy) updated the Committee on risks for HR, which were currently included on the Resources Risk Register.

The Chairman noted that there were no indications as to the severity of each of the risks highlighted in the report, which made it difficult for the Committee to understand the key risks facing HR. He also queried why the paper only detailed risks logged onto the Resources Risk Register in July 2011 when the Risk Management Board (RMB) had met in August. The Assistant Chief Officer confirmed that HR related strategic risks had been fed into the RMB but acknowledged they had not been reflected in the report. The Chairman emphasised that risk management was a 'live' issue and that future reports needed to be kept current.

Members were concerned to note that the report had been limited to those risks that had been logged on to the Resources Risk Register and did not include HR related strategic risks facing the Force. It was important that the Committee could assure itself that the Force was managing those strategic HR related risks effectively. It was agreed that in addition to including an assessment of the severity of each risk, future updates would also identify those risks that were on the Force Critical Risk Register.

The Chairman expressed his disappointment that the Resources Risk Register had not been updated to reflect the risk of industrial action by police staff and queried what mitigating action was being taken by HR. The A/Strategy and Planning Manager confirmed that HR was actively involved in Gold group meetings and in meetings with Unison representatives. Guidance was also being drafted for managers in the event of a successful ballot for industrial action.

Resolved:	Responsible Officer:
That 1. the report be noted; 2. future updates provide an indication of the severity of individual risks; 3. future updates identify which risks are on the Force Critical Risk Register; 4. The Resources Risk Register be updated to reflect the risk around potential industrial action by police staff.	- HoHR (Strategy) HoHR (Strategy) HoHR (Strategy)

28/11. COMMITTEE WORKPLAN

Resolved: 1. That progress with the Work Plan be noted.	Responsible Officer: -
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29/11. HR PERFORMANCE UPDATE

The Chairman referred to the projected over spend on the police officer budget of up to £1.8m in 2011/12 due to planned reductions in officer numbers not being achieved. As the financial impact would be considered by the Finance and Performance Committee, he invited Members to focus on the potential workforce implications.

Members queried whether the planned reduction of 70 officers could still be achieved by the year end. The Head of HR (Resourcing and Development) advised that the current strength was 31 officers over the target establishment of 1128, however with a further 27 projected officer leavers this provided a forecast strength of 1132 by 31 March 2012, just 4 officers over the target establishment. A 'Strategic Recruitment and Workforce Planning' report was currently being developed, which would look at recruitment options for 2012/13, the impact of regionalisation, the reduction of 70 police officer posts and civilianisation. The Assistant Chief Officer acknowledged that the Force had set an ambitious target based on the data that was available at the time in relation to the projected number of leavers. However, he suggested that any increase in the number of officers over the target strength would be absorbed by reducing the number of officers recruited in 2012/13.

The Authority's Vice Chairman queried what measures were being taken to ensure that skills gaps brought about by the reduction in officers would be filled through the new intakes. The Head of HR (Resourcing and Development) confirmed that a blend of student officers and experienced transferees would be brought in to meet any skills shortages.

The Treasurer suggested that it would be beneficial for the Committee to understand the relationship between the annual average full time equivalent (FTE) and the target establishment. This would help to explain why the projected FTE was higher than the target establishment in 2011/12 but eventually evened out by 2013/14. As the budget flowed from manpower numbers calculated using this 'glide path' approach it was important that Members understood the quantitative relation between target establishment and projected strength FTE. The Chief Executive queried whether the 'glide path' was affordable given that projected strength did not reduce to target establishment until 2013, equating to around £800k. The Head of HR (Resourcing and Development) stated that as Chief Officers had decided against adopting regulation A19 (of the Police Pension Regulations) it had to base its projections on officer behaviour in relation to leavers, dismissals and medical retirements etc. She assured Members that projections were being reviewed and amended on a month by

month basis to keep them as accurate as possible. The Chairman considered that a position paper setting out the advantages and disadvantages to the Force of enforcing regulation A19 would be useful for Members. The Authority's Vice Chairman suggested that a paper might already have been prepared for Chief Officers. The Assistant Chief Officer concurred but stated that the paper would need to be revisited and recast given the time that had lapsed.

The Chairman welcomed the revised format of the HR Strategic Performance update, which had been appended to the report. He noted that under the new International Financial Reporting Standards (IFRS), that the Force was required to report in its end of year accounts the liability for costs accruing from provisions such as undertaking annual leave, rest days, time off in lieu and flexi time. The value for 2010/11 had been estimated to be in excess of £3m and he noted that HR was developing measures needed to be taken to reduce this amount in future years. He suggested that such action could have both financial and operational implications and should be treated as a potential risk.

In noting the performance update, Members requested that 'Part E' of the covering report relating to 'Risk Management' be updated to reflect a number of risks which had been identified in the update and by the Committee.

Resolved:	Responsible Officer:
<p>That</p> <ol style="list-style-type: none"> 1. the report be noted; 2. Members be provided with a briefing on the quantitative relation between target establishment and projected strength FTE; 3. The Authority's Vice Chairman discuss with the Chairman and the Chief Executive the Committee's information requirements as regards Regulation A19 of the Police Pension Regulations; 4. The potential financial risk of complying with IFRS as regards liability for costs accrued from provisions such as undertaking annual leave, rest days, time off in lieu and flexi time, be referred to Finance and Performance committee for consideration; 5. Part E of the covering report be updated to reflect risks identified in the performance update and by the Committee. 	<p>- HoHR (R&D)</p> <p>PA Vice Chair / CE</p> <p>RPO</p> <p>HoHR (R&D)</p>

30/11. WORKFORCE PLAN

The Chairman suggested that issues around Work Force planning had been captured in the previous item and would be reflected in the minutes.

Resolved: 1. That the report be noted.	Responsible Officer: -
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31/11. POLICE AUTHORITY / FORCE EQUALITY AND DIVERSITY UPDATE

The Vice Chairman thanked the Research and Performance Officer (RPO) for the support she had received in her role as portfolio holder for Equalities and Diversity. Members were advised that she was due to meet with the RPO and the Force Equalities and Diversity Officer to discuss compliance with duties under the Equality Act 2010, which came into effect on 10 September 2011. It would also be necessary to revisit the Equalities Scheme in light of the Equality Act and the transition to Police and Crime Commissioners. Members questioned whether core value such as PRIDE and duties under equalities and diversity would be taken forward with bidders under the BTP. The Vice Chairman confirmed that the Force Equalities and Diversity Officer would ensure that such considerations were reflected in any contracts awarded under BTP.

Resolved: 1. That the report be noted.	Responsible Officer: -
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32/11. SPECIAL PRIORITY PAYMENTS (2011 SCHEME)

The Strategy and Planning Manager advised that planning for Special Priority Payments had been particularly challenging following publication of the Winsor part 1 review recommendations, which included the requirement for Special Priority Payments (SPP) to be abolished with effect from 31 August 2011. Members were advised that the Police Arbitration Tribunal panel was due to consider the recommendations on pay and conditions and was unlikely to report before December 2011. A further complicating factor in calculating SPP had been the Policing Change Programme (PCP), which had led to many police officers moving posts. The Force Command Group had agreed that if officers met the criteria they would be paid SPP as this was the last year in which the Scheme would operate and there was no appetite from Chief Officers to make any changes. It was expected that SPP payments would be made in December as usual.

Members agreed in principle to approve SPP payments for 2011 subject to a paper being presented to the Committee in December.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. the oral update be noted; 2. SPP payments for 2011 be approved in principle subject to a report being presented to the Committee in December 2011. 	<p>Responsible Officer:</p> <p>- SPM</p>
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33/11. LEARNING AND DEVELOPMENT UPDATE

The Head of HR (Resourcing and Development) referred to the new style HR Performance update considered earlier in the meeting, which had provided a comprehensive briefing on organisational learning and development. Reference was also made to a tabled paper on Learning and Development spend for 2011/12, including training costs associated with the Olympics and the cost of training interventions requested from the Learning and Development team that relating to PCP.

<p>Resolved:</p> <ol style="list-style-type: none"> 1. That the oral update be noted. 	<p>Responsible Officer:</p> <p>-</p>
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[The Vice Chairman, Mrs A Crowe JP left the meeting at 12.30pm]

34/11. REGIONAL COLLABORTION (HR SERVICES)

The Head of HR (Resourcing and Development) provided a brief update on progress with three regional business cases for HR Transactional Services, Occupational Health and for Learning and Development. Members were advised that Lincolnshire was not part of the collaborative solutions for HR Transactional Services or Learning and Development as these were being taken forward with strategic partners. It was confirmed that strategic partners were aware of the regional collaborative effort.

Members expressed some concern with the disproportionately high level of savings that had been identified for Lincolnshire in the regional business case for Occupational Health, which had been approved by the Full Authority on 30 September 2011. Members agreed that as the report had been confidential it should be discussed during the exempt part of the meeting.

<p>Resolved:</p> <p>1. That the oral update be noted.</p>	<p>Responsible Officer:</p> <p>-</p>
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35/11 HR CONTRIBUTION TO FORCE PROJECTS (INCLUDING BUSINESS TRANSFORMATION)

The Head of HR (Strategy) provided a brief update on a number key activities including involvement in meetings and due diligence with bidder teams under BTP, finalising schedules for HR Learning and Development, Best Practice Planning, TUPE transfers, etc. Members acknowledged the significant challenges that HR were currently facing.

<p>Resolved:</p> <p>1. That the oral update be noted.</p>	<p>Responsible Officer:</p> <p>-</p>
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36/11. STAFF SURVEY UPDATE

The Head of HR (Resourcing and Development) advised that a staff survey had been undertaken during a 4 week period between July and August 2011. A 35% completion rate had been achieved. The findings suggested that staff recognised the efforts that had been made to communicate messages around BTP, although the visibility of senior managers in some of the outlying stations had been highlighted as an issue as had the need for more team meetings. It was clear that staff were uncertain about their futures with 46% of responders indicating that they did not feel valued whilst 29% were unmotivated. The findings from the survey were being used to inform the delivery of a work programme under the “*You Said, We Did...*” initiative. This would be further tested by a quarterly staff survey later in the year, which would pose the same questions so that Chief Officers could understand the direction of travel.

The Chief Executive was aware that the key findings from the survey had been captured in a series of slides. He suggested that Members would benefit from being circulated with copies.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. the oral update be noted; 2. members of the Committee be circulated with copies of slides detailing the key findings from the staff survey. 	<p>Responsible Officer:</p> <p>- HoHR (R&D)</p>
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37/11 ASSURANCE UPDATE

The Chief Executive invited Members to consider the level of assurance with Workforce Planning following lengthy discussions held earlier in the meeting. The Chairman recommended that the level of assurance should remain 'Limited' but with the direction of travel indicator changed from 'Improving' to 'Static'.

<p>Resolved:</p> <ol style="list-style-type: none"> 1. That the level of assurance for Workforce Planning be set as 'Limited' with a 'Static' direction of travel. 	<p>Responsible Officer:</p> <p>RPO</p>
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38/11 EXCLUSION OF PRESS AND PUBLIC

<p>Resolved:</p> <ol style="list-style-type: none"> 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). 	<p>Responsible Officer:</p> <p>-</p>
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39/11. EMPLOYMENT TRIBUNAL (ET) CASES - UPDATE

The Chairman noted that whilst the report provided details of 'live' cases it did not advise on the outcome of completed cases. Members requested that future reports not only advise on the outcome of completed ET cases but also the associated costs, including the cost of meeting claims and management time.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. the report be noted; 2. future reports include the outcome of completed ET cases and associated costs. 	<p>Responsible Officer:</p> <p>- Force Solicitor</p>
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40/11. REGIONAL COLLABORATION (HR SERVICES) - CONTINUED

Members expressed doubts around the disproportionately high level of savings for Lincolnshire as detailed in the regional business case for Occupational Health approved by the Full Authority on 30 September 2011. Whilst Members were satisfied that some savings would be generated and that the quality of service would also be significantly improved through the collaborative venture, it would be necessary to put a caveat on the savings that had been declared in the business case.

The Chief Executive expressed his concern that a business case had been approved by the Authority on the recommendation of the Force. In light of the doubts expressed by Members, he needed to understand the caveat that was being put on the level of savings. The Chairman concurred and suggested that a way forward would be for the Chief Executive to discuss the matter with the Treasurer in the first instance.

<p>Resolved:</p> <ol style="list-style-type: none"> 1. That the Chief Executive and the Treasurer clarify the actual level of savings that will be achieved for Lincolnshire from the regional collaboration on Occupational Health. 	<p>Responsible Officer:</p> <p>CE / T</p>
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[Force officers left the meeting]

21/11. ACTION SUMMARY - CONTINUED

Item C6 (9 September 2010) Senior Officer Remuneration. Members were advised that an audit had been commissioned earlier in the year and that the report was in the process of being finalised. Members agreed that the finalised report should be provided to the Chief Constable for a response.

Resolved: 1. That the finalised audit report be provided to the Chief Constable for a response.	Responsible Officer: T
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CHAIRMAN