



**LINCOLNSHIRE POLICE AUTHORITY
HUMAN RESOURCES COMMITTEE
8 MARCH 2011
10.30AM – 12.30PM**

PRESENT:

Members: Mr F Mann (Chairman), Mrs A Crowe JP (Vice Chairman), Mr J Cooke, Mr P Przyszlak, Mr J Walker, Mr B Young

Secretariat: Mr M Burch (Chief Executive), Ms J Flint (Treasurer), Mr H Hunt (Deputy Chief Executive), Mr J King (Committee and Administration Officer), Miss V Mason (Research and Performance Officer)

Force Officers: Mr P Steed (Assistant Chief Officer – Director of Resources), Mrs D Cooper (Head of HR Resourcing and Development), Mr M Souter (HR Strategy and Planning)

Apologies: Mr R Davies, Dr B Wookey

73/10. DECLARATIONS OF PERSONAL AND/OR PREJUDICIAL INTERESTS

Mr J Walker declared a personal interest in item 87/10 due to his involvement in Employment Tribunals.

74/10. ANNOUNCEMENTS

The Chairman welcomed the Assistant Chief Officer – Director of Resources to his first Human Resources Committee meeting since being appointed to his new role.

75/10 MINUTES – 9 DECEMBER 2010

Resolved:	Responsible Officer:
1. That the minutes of the meeting held on the 9 December 2010 be taken as read and signed by the Chairman as a correct record.	-

76/10. ACTION SUMMARY

Minute C5 (9/9/10) – The Treasurer advised that she was still awaiting a response from Nottinghamshire Police to her initial enquiries. This would be followed up.

Minute C6 (9/9/10) – It was agreed that the matter would be discussed in the confidential part of the agenda.

Minute B8 (9/12/10) – The Assistant Chief Officer – Director of Resources (ACO-DoR) confirmed that the establishment of HR Department had been reduced by 9 posts. None of the posts removed had impacted on the senior management structure. Members questioned how local Neighbourhood policing Inspectors would be supported under the new structure. The ACO – DoR advised that the Head of HR Strategy was working closely with Superintendents on the allocation of resources. He undertook to provide more details once plans had been finalised.

Resolved:	Responsible Officer:
1. That the Action Summary be noted.	-

77/10. POLICE AUTHORITY RISK REGISTERS

The Chairman referred to a number of potential risks resulting from work force changes under the Policing Change Programme (PCP), such as gaps in skills and lack of resilience. The Authority's representative on the PCP Steering Group advised that a number of "re-cast" risks were due to be presented at the next Steering Group meeting on 18 March, including those associated with workforce change. The ACO – DoR recognised the potential impact on the work force, particularly in relation to sickness absence and the need for monitoring systems to be put in place.

Members agreed that critical risk C04 relating to the lack of resilience in the Authority's Secretariat and increased Member workload, should be re-focused around the transition to a Police and Crime Commissioner. The Chief Executive was due to present a Strategy and Operational Plan for the coming year to the full Authority on 25 March, which would identify a number of specific actions around transition.

Members questioned the relevance of non critical risk NC07 relating to the lack of an effective Member learning and development programme in light of the proposed abolition of police authorities. The Vice Chairman suggested that if Member reviews were to cease then other non bureaucratic avenues for raising issues and matters of concern would need to be put in place.

Resolved:	Responsible Officer:
That	
1. critical risk C04 be refocused around the transition to a Police and Crime Commissioner;	RPO
2. non critical risk NC07 be deleted.	RPO

78/10. RISK REGISTER – HR ACTIONS

Resolved:	Responsible Officer:
1. That the report be noted;	-

79/10. COMMITTEE WORKPLAN

The Chief Executive invited Members to note progress with the current year's Work Plan and to consider and approve a proposed Work Plan for 2011/12.

The Committee noted that a number of standing items which were reviewed either annually or on an on-going basis in the 2010/11 Work Plan had been omitted for the following year. The Chief Executive explained that the Work Plan for 2011/12 would assist the Committee in maintaining a strategic focus on Human Resources. Members considered that it was only through the detailed examination of activities and processes that savings and efficiencies could be more readily identified. The Chief Executive accepted that Members should have regard to securing value for money in exercising oversight of Force Human Resources.

Resolved:	Responsible Officer:
That	
1. progress with the Work Plan 2010/11 be noted;	-
2. proposals for the Committee's work for 2011/12 be approved subject to the addition of the Hutton report at item 6.	CE

80/10. ASSURANCE UPDATE

The Chief Executive invited the Committee to consider setting a level of assurance with regard to Workforce Planning. The Treasurer suggested that in the absence of a Human Resources Plan for 2011/12, the Committee could only have limited assurance. Members concurred but also acknowledged the significant amount of

effort that was being put into mitigating risk. It was therefore agreed that the level of assurance should be 'limited rising'.

Resolved:	Responsible Officer:
1. That the Committee has received a 'Limited Rising' level of assurance in respect of Workforce Planning.	-

81/10. HR PERFORMANCE UPDATE

The Head of HR Resourcing and Development provided a detailed update on the performance of the HR department against the HR Plan for the 3RD quarter (1 October to 31 December). Members were advised that severe weather conditions had led to a significant proportion of medical appointments having to be cancelled and rearranged. It was further explained that the Occupational Health Service (OHS) team had experienced staffing issues, resulting in a number of appointments having to be rescheduled. However, improvements were being made to working practices including more robust diary management and improved inter-departmental communications. The Chairman advised that Dr Brian Wookey had indicated his willingness to maintain an oversight role in relation to the OHS, which was welcomed.

The Committee was pleased to note that the target for recruiting special constables had been exceeded. Members requested clarification on the number of special constables that would equate to a police officer, as an increase in numbers would help mitigate against reductions in police officer strength. Members also queried whether the Training department would be able to meet the increased demand for its services. The Head of HR Resourcing and Development accepted that it was a potential pressure point given reductions in capacity within the Learning and Development section.

Resolved:	Responsible Officer:
That <ol style="list-style-type: none"> 1. the update be noted; 2. the Committee be advised on the number of Special Constables that would equate to a police officer. 	- HoHR (Strategy)

82/10. HR PLAN 2011/12

The Head of HR Resourcing and Development provided a brief oral update on progress with drafting the HR Plan for 2011/12. The Plan would be more succinct than the current year's with a focus on HR support for the Policing Change Programme; regional collaboration; improving performance and reducing

bureaucracy; and work force planning profile. It was confirmed that the HR Plan would be aligned with the Policing Plan 2011 - 2014, once this has been finalised.

Resolved:	Responsible Officer:
1. That the oral update be noted.	-

83/10. FORCE CHANGE PROGRAMME AND THE IMPACT ON LEARNING AND DEVELOPMENT ACTIVITIES ACROSS LINCOLNSHIRE POLICE

The Head of HR Resourcing and Development updated the Committee on the impact of structural changes and financial challenges on learning and development across the Force. Members were advised that reductions in police officer and staff numbers alone (excluding civilianised posts) represented a 15% reduction in resources for the Learning and Development section. However, despite reductions in capacity a number of training programmes had been brought back in-house for internal delivery generating savings totaling £75k.

The Chairman was pleased to note some of the innovative programmes being taken forward and commended the Learning and Development section for the adjustments that were being made to meet the financial challenges ahead.

Members were advised that the commercial potential of programmes such as the “Stay Safe” e-learning package were being actively explored.

Resolved:	Responsible Officer:
1. That the report be noted.	-

84/10. POLICE AUTHORITY/FORCE EQUALITY AND DIVERSITY UPDATE

Resolved:	Responsible Officer:
1. That the HR Committee Vice Chairman’s update be noted.	-

85/10. SERGEANTS – TEMPORARY AND ACTING NUMBERS

Members were provided with further information relating to the proportion of Temporary/Acting Sergeants following discussions at the last meeting of the Committee. It was noted that 26 Constables were currently acting into a Sergeant post to cover for a number of Sergeants abstracted out of their substantive role. Members expressed concern that none of the 26 Acting Sergeants could act as

Custody Sergeants, which was an area of risk for the Force. There were further concerns about the relatively high number of Sergeants acting into an Inspector role. The ACO – DoR acknowledged the concerns and confirmed that numbers would begin to reduce as restructuring of the Force under the Transformation Programme was implemented. It was anticipated that the number of Inspector posts would be reduced to a little over 60.

<p>Resolved:</p> <p>1. That the report be noted and that the Committee’s concerns regarding the proportion of Acting Sergeants and Inspectors be recorded.</p>	<p>Responsible Officer:</p> <p>-</p>
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86/10. EXCLUSION OF PRESS AND PUBLIC

<p>Resolved:</p> <p>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 paragraphs 1 and 2 of schedule 12A of the Local Government Act 1972 (as amended).</p>	<p>Responsible Officer:</p> <p>-</p>
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87/10. EMPLOYMENT TRIBUNAL (ET) CASES - UPDATE

<p>Resolved:</p> <p>1. That the report be noted.</p>	<p>Responsible Officer:</p> <p>-</p>
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88/10. FORCE TRANSFORMATION – HR CONTRIBUTION

The Chairman welcomed the report which provided an update on how the HR department was contributing to the Force Transformation Programme. He considered that there would be value in the Committee having updated versions of the report as a standing item at future meetings.

<p>Resolved:</p> <p>That</p> <p>1. the report be noted;</p>	<p>Responsible Officer:</p> <p>-</p>
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<ol style="list-style-type: none"> 2. the Committee receive updated versions of the report as a standing item at future ordinary meetings; 3. the Committee be advised of the number of vacant posts in total; 4. the table provided in respect of police staff be amended to reflect the format used for the predicated number of police officers in post, by department, by 31 March 2012. 	<p>-</p> <p>HoHR (Strategy)</p> <p>HoHR (Strategy)</p>
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89/10. POST RELATED ALLOWANCES – CHIEF SUPERINTENDENTS

The ACO – DoR invited Members to consider and approve post related allowances for Chief Superintendents within the new Force structure. Members were concerned to ensure that recommendations on post related allowances published in the Winsor Review report were taken into account before making a decision. As the Winsor Review had been published on the day of the meeting, it was agreed that the matter be deferred to a Special meeting of the Committee on the 25 March 2011. The ACO - DoR undertook to provide a revised report which would take account of the Winsor Review and also include regional comparisons.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. a decision on post related allowances for Chief Superintendents be deferred to a Special meeting of the Committee on 25 March 2011; 2. a revised report be prepared to reflect recommendations contained within the Winsor Review report and to include regional comparisons. 	<p>Responsible Officer:</p> <p>CAO</p> <p>ACO-DoR</p>
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[Force Officers left the meeting at 12.25pm]

90/10. ACTION SUMMARY

Minute C6 (9/9/10) – The Treasurer updated Members on progress to date. A further update would be provided at the next meeting in June.

<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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CHAIRMAN