

# SUFFOLK POLICE AUTHORITY

## HR09/22

### HUMAN RESOURCES AND STAFF LIAISON COMMITTEE

A meeting of the Human Resources and Staff Liaison Committee was held in the LEC Building, Police Headquarters, Martlesham on Friday, 15 May 2009 at 2.00 pm.

Present:

Colin Spence – Chair  
Gill Lewis – Vice Chair

Mark Bee, Rosemary Clarke, Liz Harlaar, Julian Swainson, Sue Thomas, Anne Tyler and David Wood (ex-officio).

Officers in attendance: Sarah Carter (Business Co-ordinator), Jacqui Cheer (Deputy Chief Constable), Vanessa Hurst (Policy Officer), Amanda Parker (Head of Human Resources), Claire Swallow (Deputy Chief Executive) and Margaret Upton (Personnel Manager).

Also in attendance:

Reach Out:	Bryan Mole
Suffolk Association of Women in Policing:	Police Sergeant Caroline Brinkley
Superintendents' Association:	Superintendent Jon Brighton
Commandant, Special Constabulary:	Martin Ashburn
UNISON:	Megan Howes

The Chair welcomed Anne Tyler to her first meeting of the Committee.

1. **DECLARATIONS OF INTEREST**

1.1 There were no declarations made.

2. **MINUTES**

2.1 The minutes of the meeting held on 6 March 2009 (Paper HR09/13) were confirmed as an accurate record and signed by the Chair.

3. **CONSULTATION WITH THE STAFF ASSOCIATIONS**

3.1 The representative from Reach Out advised the Committee that the next open meeting of Reach Out would be held on 23 June 2009.

4. **HUMAN RESOURCES (AND LEARNING AND DEVELOPMENT) COSTED PLAN 2009/10**

- 4.1 The Committee considered a report by the Chief Constable which presented the final draft of the Human Resources (and Learning and Development) Costed Plan 2009/10 (Paper HR09/14 in the Minute Book).
- 4.2 Members agreed to endorse the Plan noting that there had been two significant changes since the last draft had been prepared in March. The reference to a Suffolk and Norfolk joint Head of Human Resources had been removed and the promotion framework, which was due to be introduced in 2010, had been put on hold for a further two years. It was noted that confirmation of financial data and some outstanding year end data was awaited; this would be included in the version to be published.
- 4.3 Revised tables for pages 13 and 14 of the Plan were tabled at the meeting due to an error in the figures and copies have been placed in the minute book. Members were advised that there was a net loss of 36 police officer posts in comparison with the 1 April 2008 figure but that there was an increase in the number of operational support staff posts.
- 4.4 Members expressed some concern regarding the reduction in overtime budgets against an upward trend in overtime for 2007/08 and 2008/09. However, the Committee was advised that the Constabulary was confident that the new ORIGIN Duty Management System would have a big impact on the management of overtime and it was also reminded that the Strategic Review process had affected the overtime figures over the last two years. The Deputy Chief Constable also advised that she met with Department Heads on a monthly basis regarding the management of their budgets.
- 4.5 The Committee was reassured that the final version for publication would be consistent with the data and information in the Three Year Plan and agreed that the final sign-off of the Plan be delegated to the Chief Executive in consultation with the Chair of the Committee.

The Committee **RESOLVED** that:

- (i) the updated version of the Human Resources (and Learning and Development) Costed Plan 2009/10 be endorsed;
- (ii) the final sign-off of the Plan (including all outstanding data) be delegated to the Chief Executive in consultation with the Chair of the Committee in order for the Plan to be published by 30 June 2009.

5. **HUMAN RESOURCES AND TRAINING COSTED PLAN QUARTERLY REPORT Q4 2008/09 (JANUARY – MARCH)**

- 5.1 The Committee considered a report by the Chief Constable which provided an update on key performance indicators and developments in relation to the Human Resources Costed Plan for the period January – March 2009 (Paper HR09/15 in the Minute Book).
- 5.2 Members agreed to note the quarter four report on progress with the 2008/09 Human Resources Training Costed Plan. Members were advised that it had not been possible to include all relevant data for quarter 4 in the report and an

updated version of this report would be circulated to members of the Committee.

5.3 The following issues were highlighted and progress noted:

- Work was being carried out to establish how to extend the National Centre for Applied Learning Technologies (NCALT) Health and Safety training to the Special Constabulary;
- The review of generic risk assessments had been delayed but it was anticipated that they would be complete by the end of the next quarter;
- Stage 3 of the National Policing Improvement Agency inspection of the Initial Policing Learning and Development Programme had been carried out in March 2009 and would be subject to a full report to the Committee at its meeting on 25 September 2009;
- There was some slippage in terms of changes to the Training Department as detailed in the improvement plan pending a decision regarding the update of the bedroom accommodation;
- Further progress had been made in respect of the ORIGIN system with 30 awareness sessions having been delivered to approximately 770 staff;
- The leadership framework workshops were due to commence on 19 May 2009 for officers of Sergeant rank or above as well as any Police Staff with management responsibilities. A further update would be provided to the Committee at its next meeting.

The Committee **RESOLVED** that:

- (i) the content of the report be noted;
- (ii) progress against the Human Resources and Training Costed Plan be supported;
- (iii) an updated version of the quarter 4 report would be made available to members of the Committee;
- (iv) a further update on the Leadership Framework would be reported to the Committee in September.

6. **ANNUAL HEALTH AND SAFETY REPORT 2008/09**

- 6.1 The Committee considered a report by the Chief Constable which provided an update in respect of health and safety issues within the Suffolk Constabulary during the year 2008/09 (Paper HR09/16 in the Minute Book).
- 6.2 It was pleasing to note that 79% of the Force had completed the NCALT Health and Safety e-learning package and efforts were being made to extend the training to the Special Constabulary. 76 officers and members of staff had also completed the Institution of Occupational Safety & Health (IOSH) Managing Safely course throughout the year.
- 6.3 Members were advised that a dynamic risk assessment training package was being delivered to new student officers and public order trainers had been given further guidance in respect of carrying out risk assessments prior to training. Additional fire marshal training had also been delivered.
- 6.4 The Constabulary was taking positive action in terms of forging an improved relationship with the Health and Safety Executive following joint work on a recent police operation.

- 6.5 The number of assaults on officers had reduced in comparison with 2007/08. However the number of injuries sustained during Personal Safety Training had increased when compared with the previous year. This was an issue subject to a review by the Personal Safety Training Reference Group and led by the Head of Professional Standards.
- 6.6 Consideration was being given to an offer relating to free health screening for all officers and staff.

The Committee **RESOLVED** that:

- (i) the content of the report be noted;
- (ii) the current arrangements for the management of health and safety within the Constabulary be continued.

7. **POLICE AUTHORITY GOVERNANCE OF HEALTH AND SAFETY PROGRAMME: HEALTH AND SAFETY AT WORK, ETC, ACT 1974 AND THE MANAGEMENT OF HEALTH & SAFETY AT WORK REGULATIONS 1999**

- 7.1 The Committee considered a report by the Chief Constable which provided an update in respect of Suffolk Constabulary's response to legislative requirements under the Health and Safety at Work, etc, Act 1974 and the Management of Health and Safety at Work Regulations 1999, as required under the Authority's Governance Programme (Paper HR09/17 in the Minute Book).
- 7.2 The Committee was satisfied with the actions taken by the Constabulary to achieve statutory compliance as detailed in the report.
- 7.3 Members were advised that a much greater focus had been placed on risk assessments and that as well as publishing generic risk assessments on the Constabulary's intranet, more specific risk assessments were being made available as a template for use by others. Members were invited to carry out dip sampling of the assessments and agreed that the Authority should establish a dip sampling process in respect of risk assessments as a means of ensuring appropriate governance. It was agreed that Liz Harlaar, Julian Swainson and Sue Thomas would assist with work to develop a protocol for dip-sampling with progress to be reported at the next meeting on 25 September 2009.
- 7.4 The link member for health and safety advised that he had attended his first meeting of the Health and Safety Committee which he felt provided a good insight into the health and safety issues officers faced. It gave the opportunity for a more detailed look at the information behind the statistics and provided a forum for staff representatives to raise issues.

The Committee **RESOLVED** that:

- (i) the content of the report be noted;
- (ii) the actions taken by the Constabulary to achieve statutory compliance be approved;
- (iii) Liz Harlaar, Julian Swainson and Sue Thomas should work with the Policy Officer, Deputy Chief Executive and Deputy Chief Constable to develop a protocol for dip-sampling of risk assessments and report progress at the next meeting on 25 September 2009.

## 8. **STAFF SURVEY 2008**

- 8.1 The Committee considered a report by the Chief Constable which detailed the main findings of the 2008 Staff Survey carried out across the Constabulary in December 2008 (Paper HR09/18 in the Minute Book).
- 8.2 It was acknowledged that the 60% response rate was good. Members supported the proposal to carry out a 'deep dive' analysis on specific areas of concern and where further detail would aid a better understanding of the results.
- 8.3 With regard to the issue of staff feeling valued and supported, this would be further explored and discussed at the Leadership Framework sessions. Some responses would also be looked at on a district basis to establish if there was any correlation between the areas where staff appeared to feel undervalued and the level of public confidence in those districts. In addition, further work would be carried out to promote the confidential reporting process.
- 8.4 It was acknowledged that the Performance Development Review process was still not fit for purpose and a more suitable system was required. This had been identified as one of the highest rated stressors in the previous survey.
- 8.5 One member asked for clarification regarding communication of the results of the survey to staff and in particular held a view that results should be communicated to staff as soon as possible. The Deputy Chief Constable confirmed that the results had already been made available to staff on the intranet.
- 8.6 Members were advised that as it was the Constabulary's own survey package it could be repeated on an annual basis to monitor progress but could also be utilised at any other time if desired. Progress reports would be provided to the Committee on a six-monthly basis and the results were fed back to staff via the intranet and also reported to the Performance Delivery Board.
- 8.6 The Committee agreed that the results of the further analysis and progress be reported back to the Committee at its meeting on 20 November 2009, prior to the next survey being undertaken.

The Committee **RESOLVED** that:

- (i) the results of the 2008 Staff Survey be noted;
- (ii) the steps being taken to address the findings be supported;
- (iii) a 'deep dive' analysis of specific areas of concern be carried out to aid understanding of the issues;
- (iv) outcomes of the 'deep dive' and subsequent action taken be reported back to the Committee at its meeting on 20 November 2009, prior to the next survey being undertaken.

## 9. **RESTRICTED DUTIES OFFICERS**

- 9.1 The Committee considered a report by the Chief Constable which set out the current position in respect of police officers on 'restricted duties' on the grounds of health and the process by which the Constabulary managed the deployment of those officers within the workplace (Paper HR09/19 in the Minute Book).
- 9.2 It was noted that the numbers of restricted duties officers had increased in comparison with the number reported in February 2008. Members were advised that the recording and support mechanisms had been improved and that the Resource Allocation Group carried out regular monitoring.
- 9.3 The Committee was advised that the Constabulary was also in the process of establishing a Resource Allocation Group for police staff, similar to the group that existed for police officers. That Group had agreed to meet twice per year and the Terms of Reference for the Group had been agreed.
- 9.4 In terms of Occupational Health it was recognised that the demands for the service had increased and therefore consideration was being given to clear separation of the pre-appointment medical element of the contract to aid prioritisation of other cases.
- 9.5 For monitoring purposes it was agreed by the Committee that an update on the numbers of those officers and staff on long and short term restricted duties should be included in the Human Resources Costed Plan quarterly report, noting when the 'snap shot' was taken and explaining any associated issues in the commentary.

The Committee **RESOLVED** that:

- (i) the content of the report be noted;
- (ii) the action being taken by the Constabulary to manage officers restricted in their duties for health reasons be supported;
- (iii) an update on the numbers of those officers and staff on long and short term restricted duties be included in the Human Resources Costed Plan quarterly report.

10. **SPECIAL PRIORITY PAYMENTS SCHEME**

- 10.1 The Committee considered a report which listed the posts and skills approved by the Chief Constable for entitlement to a Special Priority Payment for the calendar year 2009 (Paper HR09/20 in the Minute Book).
- 10.2 The Committee was advised of the process undertaken to score roles against the Home Office matrix to establish the qualifying posts. Members noted the list and the emphasis placed on rewarding those officers regularly working 24/7 shift patterns.
- 10.3 It was noted that the Home Office grant for 2009/10 equated to 1.28% of the basic payroll bill for Constable to Chief Inspector ranks meaning that an additional £340,000 would need to be found from Constabulary budgets to achieve the 2% level recommended by the Home Office. In view of this members supported the changes proposed by the Chief Constable to limit the overall sum paid to a level in line with the Home Office grant. It was noted that the proposal encompassed 41% of federated ranks (as at 1 January 2009) but capped the level of payment to £1,000 (or £500.00 for other specified posts listed).

The Committee **RESOLVED** that:

- (i) the list of posts and skills to receive Special Priority Payments for the calendar year 2009 be approved;
- (ii) the change in the approach to compiling the list for recommendation be noted and supported;
- (iii) the changes in levels of payments be noted and supported.

11. **WORKFORCE DEVELOPMENT CONFERENCE**

- 11.1 Gill Lewis and Julian Swainson gave an oral report regarding their attendance at the National Policing Improvement Agency (NPIA) Workforce Development Conference in Leeds on 24 and 25 March 2009.
- 11.2 The Committee was advised that this was a good information-sharing event and that the Chief Constable was a guest speaker on the topic of Reward & Recognition within the Workforce Development Business Area.
- 11.3 British Telecom and Microsoft provided an input on how to make best use of Information Technology. Vernon Coaker MP also spoke on the subject of stronger leadership, especially at constable level. There was also discussion regarding the most effective balance between officers and police staff. Other topics included, the recession, collaboration, effective advertising methods and review of posts requiring warranted powers.
- 11.4 Members were assured that the Constabulary was constantly reviewing workforce modernisation opportunities and that Suffolk had the only Force Operations Room in the Country with only one dedicated police officer post and that the Major Investigation Team had a high ratio of civilian investigators in comparison to police officers.

## 12. **RECRUITMENT OF POLICE OFFICERS INTO POLICE STAFF POSTS**

- 12.1 The Committee considered a report by the Chief Constable which outlined the recruitment practices in relation to filling police staff posts (Paper HR09/21 in the Minute Book).
- 12.2 Members noted the criteria for the Constabulary's 30+ Scheme and the fact that the Scheme had been suspended subject to a review by the Deputy Chief Constable. The Committee was advised that the NPIA was also reviewing the Scheme and the outcomes of that review might affect those currently on the Scheme.
- 12.3 The Committee was reminded that a Freedom Of Information request had been received in respect of the number of police officers re-employed into police staff roles. Members were assured of the process, number of such appointments over the past three years and advertisement practices. It was acknowledged that all of the posts were subject to job descriptions, applications and interview.
- 12.4 Members were advised that the Constabulary's stance to advertising had been dramatically altered for 2009/10 and that all advertisements would direct people to the Suffolk Constabulary website for vacancies. You Tube and local radio would also be utilised.
- 12.5 At this point the Committee agreed to go into Part II session and resolved to exclude the press and public on the grounds that the discussion could involve the disclosure of exempt information as defined in paragraph 1 of part 1 to Schedule 12A of the Local Government Act 1972.
- 12.6 The Committee then discussed a number of specific roles and were given re-assurance in respect of the practices followed. General concerns were raised in respect of the availability of hard copies of application forms to potential applicants and members were informed that this had been resolved.
- 12.7 In view of the issues discussed it was felt that there was scope to develop proposals for some in depth scrutiny work. Areas of work initially suggested included recruitment & selection practices and succession planning, knowledge retention & workforce modernisation. In addition, the Deputy Chief Constable suggested that there might be scope for members to support the work on the structure of the Human Resources department.
- 12.8 The Committee agreed that the Chair and Vice Chair of the Committee, the Deputy Chief Executive and Deputy Chief Constable should meet to consider this matter further and develop proposals for scrutiny. It was agreed that the developed proposals be presented to the Police Authority for consideration on 11 September 2009.

The Committee **RESOLVED** that:

- (i) the issues identified in the report be noted;
- (ii) the Chair and Vice Chair of the Committee, the Deputy Chief Executive and Deputy Chief Constable should meet to discuss and develop proposals for a scrutiny project;
- (iii) those proposals be presented to the Police Authority for consideration on 11 September 2009.

The meeting closed at 4.05 pm.

Chair