

PROFESSIONAL STANDARDS AND HUMAN RESOURCES COMMITTEE
MINUTES OF THE MEETING HELD IN THE NPA MEETING ROOM, BUILDING 8,
JUBILEE HOUSE, WYMONDHAM, NORFOLK
ON WEDNESDAY 18 AUGUST 2010

Present:

Mrs F Anthony
 Mrs V Jenkins
 Mr A Malhis
 Mrs E Ollier
 Mr J Perry-Warnes
 Mr D Reeve
 Mr T Tomkinson
 Mr K Turner – Chairman
 Mr R Chapman (ex-officio)

In Attendance:

Miss S Bryant	ICV Scheme Administrator/Research Officer, Norfolk Police Authority
Ms R Cerfontyne	Commissioner for Central and East England Region, Independent Police Complaints Commission
Supt B Cartwright	Head of Professional Standards Department, Norfolk Constabulary
Mr T Crane	Senior Legal Advisor, Norfolk Constabulary
T/Supt C Edwards	Head of HR Operations, Norfolk Constabulary
Mrs M Graveling	Head of HR Service Delivery, Norfolk Constabulary
Mrs J Hayes	Deputy Chief Executive, Norfolk Police Authority
Ch/Supt J Shiner	Director of HR, Norfolk Constabulary
Miss N Thatcher	Deputy Head of Legal Services, Norfolk Constabulary
Mrs K Walker	Deputy Head of Professional Standards Department, Norfolk Constabulary

1. **Welcome to new Members/Apologies for absence received**

Mr Turner welcomed Mr Malhis and Mrs Ollier to their first Professional Standards and HR Committee meeting and introduced those present.

Apologies for absence were received from A/DCC Wilkins.

2. **Declarations of Personal and/or Prejudicial Interests**

There were none.

3. **To confirm the minutes of the meeting held on 18 May 2010**

The minutes of the meeting held on 18 May 2010 were agreed to be a correct record and were signed by the Chairman.

The Deputy Chief Executive reported that the results of an anti-fraud and corruption survey (discussed at the previous meeting) had now been received within the Chief Executive's office and would be circulated to Members as soon as possible.

4. **Matters of Urgent Business**

As a result of the full Police Authority meeting held on 17 August 2010, it was noted that a Lead Member was required with responsibilities for Diversity/Equality in relation to Human Resources. Amjad Malhis volunteered to undertake the role and, there having been no other nominations, it was agreed that Mr Malhis be appointed as Lead Member in this respect.

5. **Items for Decision**

There were none.

6. **Human Resources Function / Structure – An overview**

Chief Superintendent Shiner provided those present with an overview of recent changes to the Human Resources function/structure. It was noted that Human Resources was now managed through two strands, the Service Delivery strand (comprising of Occupational Health, HR Services (the Service Desk & HR advisors) and Employee Relations) and the Operations strand (comprising Learning & Development, Resource Management Unit and the Establishment & Recruitment Team; and thus ensuring that the right people are in the right place, with the right skills, at the right time).

Those present noted that there was a presentation scheduled at the close of the meeting which would cover these revised working practices in more detail.

7. **HR Learning and Development (Operations) Update**

Members were pleased to note that satisfaction rates regarding the delivery of the training plan remained consistently high, at between 97 – 100% during the period April - June 2010. It was also noted that additional analysis would be undertaken to establish whether the learning opportunities had been beneficial within the work environment.

With regard to number of days abstraction, T/Superintendent Edwards advised that figures for April – June 2010 were 3063 for police officers and 341 for police staff. It was noted that the number of days abstracted had been reduced dramatically due to provision of e-learning packages.

A discussion ensued regarding the number of cancellations/non attendees on training events and it was noted that the figures had risen during the April-June 2010 period. T/Superintendent Edwards advised that, as a result of cleaning information relating to cancellation information from the ResourceLink system, some problems had been identified with the queries producing the reports. It was noted that work was currently in progress to review this and further information would be provided to Members in due course.

Members were pleased to note the benefits being driven out as a result of Learning and Development and the Resource Management Unit coming together under the same command, not least that the training plan had been revised in order to take account of days and periods of peak operational demand. It was noted that this would minimise abstractions from the front line without having a detrimental effect of the delivery of the training plan.

In response to a query regarding abstractions for the Olympics 2012, T/Superintendent Edwards reported that all non essential training had been put on hold during that time and work was in hand to ensure that officers/staff were adequately up to date with Police Support Unit/first aid training for that period.

A discussion ensued regarding the external costed training plan 2010-2011 and the predicted savings to be made in that respect. Members were informed that some monies were held in abeyance pending the outcomes of the Business Support Review and Collaborative work with Suffolk Constabulary given that training needs for specialist roles was unknown until such work was completed. Following a further query regarding development initiatives as opposed to learning and training it was

RESOLVED:

That the contents of the report be noted.

8. **HR (Service Delivery) Update**

T/Superintendent Edwards advised the Committee that Police Officer strength was currently at 1634, against an establishment of 1647.6. Members noted that the current establishment figure took account of 3 FTE officer posts frozen to fund staff posts until 31 March 2011, the reduction of 1 FTE to 0 FTE of the Chief Superintendent Collaboration post which now sits in Suffolk and the reduction of 0.20 FTE due to the creation of 1.75 FTE RIU D/Sgt posts. Members were also advised that 9.80 FTE posts were being held vacant to achieve 1% savings in 2010/11.

With regard to Staff establishment, Members were advised that out of an establishment of 1277.10 posts, the Constabulary were running with 158.30 vacancies (12.40% below establishment). T/Superintendent Edwards advised that, where organisationally possible, vacancies had been deliberately kept open whilst the Constabulary was subject to modernisation/organisational re-structure so that staff potentially facing redundancy had increased redeployment opportunities. Members noted that the moratorium on recruitment continued, with staff only being recruited on a 'temporary' basis and then only after the closest scrutiny by the Director of Human Resources.

T/Superintendent Edwards reported that, whilst an intake of 9 PCSOs commenced training in May 2010, in view of the Comprehensive Spending Review, the planned intake of 10 PCSOs in March 2011 had been cancelled. It was noted that PCSO strength would therefore be reduced by 10 FTE to 270.

With regard to officer leavers, Members noted that resignations decreased by 43% year on year with 7 officers resigning in Quarter 1 09/10 reducing to 4 in Quarter 1 10/11. T/Superintendent Edwards suggested that this was possibly reflective of factors such as the economic climate and the more robust recruitment of student officers. A discussion ensued regarding the Hutton Report due to be published shortly and the potential impact of this upon police officer pensions. It was noted that some officers could take the decision to leave if their pension was adversely affected however contingency planning was in place to effectively risk manage the situation.

The Head of HR Service Delivery then provided the Committee with an overview of absence for the year to date April 2010 – March 2011. It was noted that the year to date hours lost per officer due to sickness absence was slightly above the target set (14.67 hours), by 0.56 hours per officer. Members were advised that the major causes of these absences were 'muscular skeletal' (32%) and 'psychological disorders' (23%). In respect of hours lost per staff member, the Committee were advised that this figure was 10.47 hours, 3.48 hours per staff member below the target figure of 13.96 hours.

With regard to Fairness at Work cases, the Head of HR Service Delivery reported that the rolling year highlighted that most cases were from the County Delivery Unit, followed by Headquarters and then CCR and Community Safety. Members were reminded that numbers of grievances were relatively small and therefore it was difficult to ascertain any true patterns or trends.

A discussion ensued in relation to the HR Diversity Action Plan 2010/11 and the action to appoint recruitment champions within each District/Safer Neighbourhood Team. Members requested that future reports contain detail of the work/outcomes of these 'champions' so relevant individuals could be sighted on potential barriers to recruitment and learn from such information accordingly.

In response to a query, Chief Superintendent Shiner undertook to clarify the statistics regarding 'Specials Commandant' outlined at page 40 of the agenda papers.

RESOLVED:

- i) That the contents of the report be noted;
- ii) That future reports contain detail in relation to the work/outcomes of the Safer Neighbourhood Team recruitment champions;
- iii) That statistics in relation to 'Specials Commandant' (outlined at Page 40 of the agenda papers) be clarified for Members' information.

9. **Business Interests Update**

The Deputy Head of Professional Standards Department reported that the Business Interest Force Policy Document (FPD) had been published as draft guidance pending review by Legal Services.

Members were advised that the Business Interest FPD had been amended to include Political Associations and any police staff (grade M3 and below) registering an interest in Public Office would have to submit a Business Interest application.

With regard to Working Time Regulations (WTR), the Deputy Head of Professional Standards Department advised that consideration was required to the amount of time dedicated to the business or activity to ensure that the officer/police staff member did not exceed the limit of working an average of 48 hours per week, albeit it was recognised that there was currently no mechanism for staff to record these additional hours and individuals' personal responsibility was relied upon.

Members reviewed the current list of Business Interests for officers which showed that the total number of interests for officers as 194 (an increase of 25 since the last

report to the Committee in February 2010). It was noted that ownership of rental property continued to be the most common interest and there had been an increase in the number of school governors and sport event stewards. A discussion ensued regarding the potential of comparing such data with the Constabulary's most similar forces and it was noted that, unfortunately, it was not possible to obtain a like for like comparison given that forces did not classify business interests in the same way.

RESOLVED:

That the contents of the report be noted.

10. **Dip Sampling Update**

The Deputy Chief Executive reminded Members of the previous method for dip sampling, where files were randomly selected and reviewed against an agreed checklist. It was noted that, in order to further refine the process, 2 dip sampling champions had been identified who would seek to review files electronically and potentially focus on 'themes' during the year.

The Deputy Chief Executive advised that a new protocol was currently being drafted to be put into operation and hoped to be in a position of the Committees next meeting to provide an update report on how the revised process was working in practice.

RESOLVED:

That the contents of the oral report be noted.

11. **Overview of Complaints and Discipline Statistics**

Superintendent Cartwright provided an update in relation to complaints, misconduct and other matters for the period 1 April to 30 June 2010. It was noted that staff in the Professional Standards Department continued to support local management in dealing with complaints, conduct matters and performance management.

Members were pleased to note that the number of complaints (allegations) recorded for the first quarter of the year had reduced by 24.9% compared to the same quarter last year. It was further noted that the number of recorded cases had also seen a reduction of 16.8%. Superintendent Cartwright also advised that a further series of Master Classes had been organised to target officers attracting a higher than average number of complaints.

A discussion ensued regarding the recording on low level expressions of concern under the category 'dissatisfaction', noting that for the period ending 30th June 2010, 101 had been recorded. It was suggested that the dip sampling 'champions' also review such information to ensure that any trends were noted and scrutinised accordingly.

Superintendent Cartwright provided an overview of collaboration work currently in hand with Suffolk Constabulary and reported that, once the shared policy had been finalised, such information would be shared with Members for reference.

With regards to regional comparisons, it was noted that Norfolk had completed 89% of cases within the 120 day target for investigation which was the third highest in the region. Members were also pleased to note that Norfolk had the lowest number of complaints recorded per 1000 staff.

During discussion of Lessons Learned, Members noted that unfortunately, despite providing the copy, information had not been included in the latest edition of Upbeat (the internal newspaper for officers/staff). It was noted however that relevant information was shared internally via the 'Teambrief' and also on the PSD section of the intranet. Superintendent Cartwright concluded by outlining a proposed new process for tracking identified lessons to ensure organisational learning.

RESOLVED:

That the contents of the report be noted.

(Note: Ms R Cerfontyne arrived during this item)

12. **Exclusion of the Press and Public**

RESOLVED:

That, under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Act.

13. **Independent Police Complaints Commission (IPCC) Update from Rachel Cerfontyne, Commissioner for the Central and East England Region**

Ms Cerfontyne advised that she was unfortunately unable to provide statistical performance information due to recent changes to information technology systems at the IPCC. It was noted however that this information would be available for Members in the future.

Ms Cerfontyne commended the Constabulary for a number of initiatives which were receiving good press, but particularly their management of 'performance' and it's correlation to complaints, stating that the Norfolk model was being recommended nationally.

A discussion ensued regarding the release of the White Paper "Policing in the 21st Century" and the potential impact this could have on the work of the Independent Police Complaints Commission in the future. It was noted that the IPCC were currently addressing the details and the implications thereof, including highlighting those areas where they could add most value, so that all information was available as discussions progressed in this respect.

RESOLVED:

That the contents of the oral report be noted.

14. **Exempt Items for Decision**

There were none.

15. **Consideration of individual Complaints and Discipline matters for the period 1 April to 30 June 2010**

Members received a comprehensive briefing on specific cases including details regarding internal investigations and suspended police staff/misconduct hearings.

RESOLVED:

That the contents of the report be noted.

(Note: Mr R Chapman, Supt B Cartwright, Mrs K Walker and Ms R Cerfontyne leave the meeting)

(At this point in the proceedings (12.30 p.m.) the meeting was adjourned to facilitate a short presentation from the Director of Human Resources and her colleagues, who subsequently had to leave due to other prior commitments. Proposals for a revised reporting format would be further considered on a date to be arranged.)

The meeting reopened, with press and public excluded at 12.50 p.m.

(Note: Miss N Thatcher and Mr T Crane join the meeting and Mrs V Jenkins leaves)

16. **Overview of the Civil Claims and Employment Tribunal Statistics for the period 1 April to 30 June 2010**

The Deputy Head of Legal Services reported that 28 public liability claims had been received in the quarter, compared to 19 in the same period in 2009. In relation to the 26 closed files, Members were informed that 1 had been settled and that no cases went to trial. The remaining 25 closed files were not pursued, discontinued or stayed. Miss Thatcher then commented on the number and nature of outstanding public liability claims.

It was noted that 2 employer's liability claims had been received from police staff in the period, and that no files had been closed. It was noted that, as at 6 July 2010, 11 employer's liability claims were outstanding.

In relation to employment tribunal claims, it was noted that 2 claims had been received from police officers albeit subsequently withdrawn and 1 claim had been received from police staff during the quarter. In addition, Members noted that the number of outstanding employment tribunal claims as at 6 July 2010 was 9; and received an update in respect of each.

RESOLVED:

That the contents of the report be noted.

17. **Date of next meeting**

Wednesday 17 November 2010 at 10.00 a.m.

(The meeting closed at 1.00 pm.)

CHAIRMAN