



CUMBRIA POLICE AUTHORITY

PERSONNEL COMMITTEE

Minutes of a Meeting of the Personnel Committee held on Thursday 28 January 2010 in Conference Room 2, Police Headquarters, Carleton Hall, Penrith commencing at 10.00 am

PRESENT

Mr R Cole (Chairman)
Mr J Bland
Mrs M Johnson
Mr J Woolley

Also present:

Director of Personnel & Development (Ms J Bancroft)
Chief Executive (Mr C Alcock)
Deputy Chief Executive (Mr S Edwards) (For agenda item 7 only)
Policy and Performance Officer (Ms N Brooker)
Committee Services Officer (Ms J Head)

PART 1 – ITEMS CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

38. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mrs L Shaw.

39. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED, that, under Section 100A(4) of the Local Government Act 1972, (as amended), the press and public be excluded from the meeting for the following Agenda items on the grounds that they involve the likely disclosure of exempt information as defined in the paragraphs indicated of Schedule 12A to the Act-

Item No	Item	Paragraph No
17	Police Staff Discipline & Capability	1, 2
18	Health and Safety	1, 2



40. DISCLOSURE OF PERSONAL INTERESTS

There were no disclosures of any personal interest relating to any item on the Agenda.

41. MINUTES

The minutes of the meeting of the Committee held on 28 October 2009 had been circulated with the agenda for the meeting.

RESOLVED, that, the Minutes of the meeting of the Committee held on 28 October 2009 be confirmed as a correct record and signed by the Chair.

42. PEOPLE INFORMATION REPORT – 3rd QUARTER

The Director of Personnel and Development presented the people information report for the third quarter of 2009/10. Following comments from members at their October meeting the information within the report had been expanded to include information such as the budgetary figures for Police Officers, Police Staff and PCSOs (Police Community Support Officers). Members asked that future reports contain expanded diversity information such as age.

A member asked how the Constabulary were progressing with their Volunteers project. The Director advised that the roll-out had been slower than they would have liked, but areas causing concern such as Health and Safety and Lone Working issues had now been resolved. Members enquired whether or not the force maintained contact with members of the public who had applied to become volunteers prior to them being appointed. The Director assured the meeting that regular contact was made with prospective volunteers to keep them advised of developments.

The Chief Executive stated that Greater Manchester Police Authority dealt with the recruitment of volunteers for Greater Manchester Police Force. He volunteered that if it would assist the Constabulary, that Cumbria Police Authority could undertake the recruitment of volunteers, although the training and deployment of volunteers would remain the Constabulary's responsibility. The Director thanked the Chief Executive for his offer and advised that she would look into the matter for future volunteer recruitment processes.

Members raised concerns regarding the funding of PCSOs (Police Community Support Officers) within the county considering the current economic climate. They were advised that funding for such posts would be included within the policing budget provided by Government and not ring fenced. It was hoped that external funding would still continue.

Members discussed the ethnic make up of the force, and in particularly in relation the recruitment of PCSO's and Special Constables. The Director advised that the Constabulary were only recruiting PCSOs as and when required to maintain the



establishment. With regard to Special Constables a positive action programme had been set up by the Constabulary to encourage member of the BME (Black Minority Ethnic) community to volunteer.

The Director advised members that following the completed re-structuring process undertaken by the Constabulary, the way in which officers returned to work on restricted or recuperative duties would change.

Members noted that the Officer Extension of Service schemes would finish on 31 March 2010 when it was anticipated that a replacement scheme would be available the details of which were yet to be finalised.

Members thanked the Director for her report and the inclusion of additional information.

RESOLVED, that the report be noted.

43. SICKNESS ABSENCE REPORT – 3rd QUARTER

The Director of Personnel and Development presented a report which provided information on sickness absence within the Constabulary for the third quarter. She stated that sickness figures were reducing slowly but work was still continuing to reduce it further. Short term sickness (1-7 days) had increased slightly however this was attributed to seasonal colds, flu and knock-on effects from the flooding in West Cumbria.

As would be seen later in the agenda, the Constabulary now had in force an Attendance Management Policy which would be utilised to drive down sickness figures further. Recruitment of trained staff to the Occupational Health Unit was being used to help prevent sickness, such as stress, before it escalated and resulted in a staff and officers having to take time off work. Managers would be able to identify any trends or triggers and refer staff to the Occupational Health Unit where necessary.

A member asked what proactive steps the Constabulary were taking to promote a healthy and fit workforce. The Director advised that the Constabulary's Well-Being Committee dealt with this area of work and were looking to promote fitness and a healthier workforce. Members asked that details of the work being carried out by this committee be included in the report for the next meeting.

Members enquired whether or not the swine flu pandemic had adversely affected the police officers and police staff. The Director advised that it had not to date and that preventative measures such as flu vaccinations had been offered to officers and staff.

RESOLVED, that, the
(i) report be noted;
(ii) work undertaken by the Well-Being Committee be included in the sickness absence reports.



(NOTE: Mr S Edwards joined the meeting at this point)

44. POLICE AUTHORITY MEMBER DEVELOPMENT

The Police Authority at its meeting on 11 November 2009 had approved an updated framework for the provision of support and training as set out in the Member Development Policy and Plan. The importance of member development was recognised and as such Authority Officers and the Lead Member for Member Development had made significant progress creating role profiles which covered the range of roles carried out by Members; specific descriptions for Lead Members and committee or working group chairs; and the development of Members' individual development meetings. The role profiles had been circulated to all members for comment. Any comments received had been used to finalise the profiles. The members agreed the role profiles and were advised that these would now be circulated to all members.

The Deputy Chief Executive advised following the appointment of members to the new Constabulary Boards, a role profile would be developed and circulated to all members.

Members discussed the structure for the member development meetings which would be member focused, used to identify areas for development and discuss individual training needs. Members recognised that members had individual needs depending upon their length of service and role. It was proposed and agreed that each member development meeting would be undertaken by the Chair of the Police Authority with the Deputy Chief Executive present to note.

It was agreed that the member development meetings should be set up as soon as possible for all members of the Authority. Authority officers would progress a timetable for these to take place.

Appended to the report was an updated member development plan for 2009-10 which had been updated to reflect progress to date. A number of the actions were colour coded to signal that training had been planned but would take place within the next few months.

- RESOLVED,** that,
- (i) the report be noted;
 - (ii) the role profiles be circulated to all members.
 - (iii) the member development meetings be held with individual members, the Chair of the Police Authority and the Deputy Chief Executive to notate;
 - (iv) Authority officers to compile a timetable for member development meetings to take place.

(NOTE: Mr Edwards left the meeting at this point)



45. REPORT OF THE INDEPENDENT PANEL ON POLICE AUTHORITY MEMBERS ALLOWANCES

The Association of Police Authorities (APA) had set up an independent panel to look at the allowances which should be paid to police authority members. Following assessment the independent panel compiled fifteen recommendations, including “*the rates of allowances payable should be linked to a clear job profile*”. Appended to the report was a copy of the full report from the independent panel and breakdown of how Cumbria Police Authority was currently performing against the recommendations. Members noted that the Authority was already meeting most of the recommendations rising from the report and would be addressing any outstanding issues in the near future.

Members were not in favour of the Authority undertaking its own review of members’ allowances. They observed that should the Authority move towards embedded governance with the Constabulary, then any scheme of allowances would need to be re-drafted to reflect any new arrangements.

RESOLVED, that, the report be noted.

46. CHIEF OFFICER ASSESSMENT FRAMEWORK

The Association of Police Authorities had recently circulated to all police authorities a Home Office consultation to revise the current Chief Officer Assessment Framework. The aim of the revised framework was to introduce a more formal role for the police authority in assessing officers applying for chief officer posts, providing consistency, standardise application forms and clarify the roles of the key participants.

Appended to the report was an overview of the proposed assessment which would make up the framework and two examples of new framework applications. Members discussed these two options; option 1 being combined leadership domains and ACPO (Association of Chief Police Officers) competencies; and option 2 being separate leadership domains and ACPO competencies. They agreed that option 1 was a more streamlined process and not dissimilar to the system already in place, which had served Cumbria well in its recruitment of ACPO officers during 2009.

RESOLVED, that, the

- (i) report be noted;
- (ii) Chief Executive responds to the Association of Police Authorities detailing the Authority’s preference of option 1 to the Home Office consultation on the revised Chief Officer Assessment Framework.



47. POLICE AUTHORITY GRIEVANCE POLICY

For its own directly-employed staff, the Police Authority in the main relies on the Constabulary's HR policies and procedures, with one current exception being its Flexitime Scheme. The availability of a Grievance procedure was an elementary requirement of an employer which would be on any inspection checklist. However, it had become apparent that the Constabulary's Grievance Procedure did not lend itself to be used for Authority staff as easily or in the same way as other Constabulary HR policies, because it did not match how Authority staff were directed, organised or managed.

To address this issue the Chief Executive presented a draft Grievance Policy designed for Police Authority staff. It derived from the Constabulary's Grievance Procedure, as adapted to address the Authority's functional needs and management structures; but there were still one or two errors left in the first draft which he pointed out as needing to be corrected.

Members agreed that the Authority should have its own Grievance Procedure in place for staff and Mr J Woolley asked the Chief Executive to confirm that it could relate to the actions of Members. This was confirmed on the basis that the Authority is the corporate employer; that in law each and any of its Members comprise the employer; and so any application of the Grievance policy to a transaction could in theory therefore relate as much to the actions of a Member, as to those of a manager or supervisor. This was the legal position but it was agreed it would benefit from being made more explicit in the draft.

Members agreed to delegate to the Chief Executive the tasks of consulting with all Authority staff on the draft policy; undertaking an Impact Assessment of it; and then finalising the Policy on the basis of these considerations.

RESOLVED, that,

- (i) The report be noted;
- (ii) The Chief Executive be authorised to consult with Authority staff on the contents of the draft Grievance Policy and to undertake an Impact Assessment before finalising it.

48. DIVERSITY IN THE WORKFORCE TARGETS

The Association of Police Authorities (APA) had recommended that the Authority should set employment targets for gender and race as a minimum. However, following consultation with staff support groups, Constabulary managers and the Independent Advisors' Group (IAG) members were concerned that setting numerical targets could provide perverse incentives in recruitment or promotion; particularly as recruitment within the Constabulary was slowing down.

Following discussion, Members agreed that they would prefer to see positive action to assist in the recruitment of a diverse workforce. Members asked how a member of staff or officer would notify the Constabulary should their personal



circumstances change, such as becoming disabled. The Director advised that officers and staff could update their own profile within the ORIGIN system in relation to diversity issues such as disability.

The Policy and Performance Officer advised that she was currently developing a performance framework for the Authority to monitor the Constabulary's performance in this and other areas.

RESOLVED, that, the

- (i) report be noted;
- (ii) Constabulary undertake positive action in relation to its diverse workforce rather than have specific performance targets.

49. COMMITTEE SCRUTINY OF POLICING PLAN AND POLICING PLEDGE

A primary role of the Authority is to scrutinise and monitor the Constabulary's performance against the agreed Policing Plan and Policing Pledge. The Policy and Performance Officer presented a report which highlighted to members the suggested priority areas for the committee in relation to its scrutiny of Constabulary performance. In relation to the Policing Pledge reports had been provided to the full Police Authority, which members would have seen and to the Policing Plan and Performance Committee.

Contained within the appendix to the report was a breakdown of the Personnel Committee's responsibilities for the Authority's monitoring of the Policing Plan 2009-12. The Policy and Performance Officer advised that the Policing Plan and Performance Committee would monitor all performance on a quantity basis and other committees and working groups would look at performance from a quality point of view.

RESOLVED, that the report be noted.

50. CONSTABULARY TRAINING FUNCTION AND BUSINESS PLAN

The Director of Personnel and Development guided members through a report which outlined progress regarding ongoing major initiatives. Flooding in North and West Cumbria during November and snow conditions in December had disrupted some organised training. Alternative dates, and where necessary venues, were being planned for January and February 2010.

Communications Centre staff would now be able to undertake an NVQ level 2 in Contact Centre operations. With the implementation of a new shift system, training days were now rostered into the shift patterns, thus allowing all required staff to attend. Members were pleased to note that, following concerns previously raised by Authority Member, Mrs M Johnson, and after her close examination of working practices and conditions in Communication Centres, training in customer focus and so-called 'soft skills' was now being provided to managers and staff there by the Constabulary. It was envisaged that outcomes from this would also help towards



the Constabulary's improved delivery of the Policing Pledge. The Director agreed to bring details of the findings of this pilot scheme to the next meeting.

It was also confirmed that senior members of staff from the Police Authority now regularly provided scheduled input on the role of the Police Authority into the early stages of induction courses held for each intake of newly-appointed police officers, police staff, PCSOs and Special Constables.

RESOLVED, that, the

- (i) report be noted;
- (ii) Constabulary report to the next meeting the findings of the soft skills training pilot.

51. NEW PERSONNEL AND DEVELOPMENT POLICIES

(a) Time Off in Lieu (TOIL) Policy

Following concerns raised by the Governance Committee regarding an audit of the Time Off in Lieu Policy (TOIL) and processes currently used, the Personnel Committee had been asked to look at the issues involved more closely. The Director assured members that the TOIL system was managed by line managers and that with the introduction of the International Financial Reporting Standards any untaken leave would need to be included in the Accounts. Thus it was imperative that TOIL and annual leave were vigorously managed.

Members asked that the system continue to be robustly managed by line managers.

RESOLVED, that, the report be noted.

(b) Management of Change Policy

The Management of Change Policy had been produced by the Constabulary to assist staff and the organisation to manage change during the current environment and was an amalgamation of numerous policies.

The policy was currently out for consultation with staff, staff unions and independent advisors with feedback being collated. The policy had been presented to the Constabulary's People Board earlier in the week for approval.

RESOLVED, that, the report be noted.

(c) Attendance Management Policy

On behalf of the Authority, the Constabulary has a duty of care to all staff and provides a range of support services through its line managers to those who require it. The aim of the policy was to allow managers robustly to manage attendance at work, and training would be provided to them to assist them in the implementation of the policy.



In response to a question from a Member, the Director confirmed that line managers undertook back-to-work interviews with any issues being identified and appropriate referrals were made where necessary. Members were pleased to note that there was an appeals process, should a member of staff disagree with any comments or referrals made.

RESOLVED, that, the report be noted.

52. POLICE AUTHORITY APPOINTMENT PROCESSES

The Police Authority team had recently successfully completed running the various recruitment processes for Independent Custody Visitors and a new post of Community Engagement Officer. It was currently undertaking the process for recruiting an External Independent Member to its Standards Committee.

Eight applicants had been invited for interviews for Independent Custody Visitors with two appointments being made. In relation to the Community Engagement Officer post, seven applicants were shortlisted to be invited for interview, with an appointment subsequently being made. Members were advised that the successful applicant was due to take up their post on Monday 22 February 2010 (and not 8 February 2010 as stated in the report).

The process for the appointment of an External Independent Member was currently underway, with the short-listing of candidates taking place on 21 January 2010. Six applicants have been invited for interviews to be held on 10 February 2010, when it was anticipated as likely that an offer could be made, subject to its subsequent confirmation by the Authority in the normal way.

53. MEMBER REPORT BACK

Mrs M Johnson reported on meetings she had attended in relation to the Constabulary's E-Learning project. She advised that another meeting was planned for the near future when protected learning time for officers and staff would be discussed. She had been assured that the current Constabulary IT system could cope with the introduction of E-Learning, however it was not yet available for staff to access at home.

Mr J Woolley advised he had attended a meeting of the Force Learning Panel, however due to snow conditions only one senior constabulary officer had attended and then had to leave the meeting early which was disappointing.

PART 2 – ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC



54. POLICE STAFF DISCIPLINE

The Director of Personnel and Development presented a report which advised the members of police staff discipline and capability activity which had taken place between 1 October 2009 and 31 December 2009 inclusive.

RESOLVED, that the report be noted.

55. HEALTH AND SAFETY REPORT

Following the floods in West Cumbria during November, Members asked the Director of Personnel and Development for an assurance that all Health and Safety procedures had been followed during the flooding and in particular relation to the collapse and/or closure of bridges. The Director advised that all Health and Safety procedures had been followed at all times with dynamic risk assessments being undertaken where necessary.

RESOLVED, that the verbal report be noted.

The Meeting ended at 12.10 pm