

**MINUTES OF MEETING - OPEN**

**SUBJECT: FORCE EXECUTIVE BOARD**

**HELD ON: 7<sup>th</sup> JUNE 2011**

**AT: CONFERENCE ROOM 3 and 4 - HQ**

**PRESENT:** Simon Parr – Chief Constable (Chair)  
Mark Birch – Head Investigations  
Dave Craig - UNISON  
Karen Daber – Divisional Commander - Central  
John Feavyour – Deputy Chief Constable  
April Gollins – for Head ICT  
Andy Hebb – Divisional Commander – Northern  
Mark Hopkins – Assistant Chief Constable  
Niki Howard – Director of Finance and Resources  
Laura Hunt – Head of Learning and Development  
Colin Luscombe – Head of Estates  
Linda McHale – A/Head HR  
Kate Moore – Executive Officer  
Rob Needle – Divisional Commander - Southern  
Shaun Ryan - Federation  
Nigel Sunman – Head of Safer Communities  
Kate Tonge – Head of Corporate Communications

**ACTION BY**

**1. APOLOGIES**

- 1.1 1.1.1 There were apologies from the Head of ICT, Sharon Briar (UNISON) and ACC Steve Devine

**2. MINUTES OF MEETING**

- 2.1 2.1.1 The minutes from the FEB held on 3<sup>rd</sup> May 2011 were approved without amendment.

**3. MATTERS ARISING**

- 3.1 3.1.1 **Action Sheet** - the matters arising sheet was updated and 'closed' actions were deleted.
- 3.1.2 **Team Brief** – the Team Brief was noted.

- 3.2 3.2.1 **Presentation – Project Athena**  
The Board received a presentation outlining the capability of the system which was a centrally hosted IT solution to manage crime and investigations. This was a collaborative venture, which fitted in with the NPIA's ISIS strategy and was supported by the government with a view to replacing a number of existing systems offering common business processes supported by an IT solution.
- 3.2.2 This system will replace a number of other applications avoid duplication of information and allow for easier retrieval. The system has been built to change and adapt as necessary but is based on a common set of business processes, without which it cannot work. The processes are currently high level processes which allow for local interpretation. It was noted that Price Waterhouse Cooper process mapped the 'as is' and 'to be' positions to arrive at national candidate processes which have been validated by the Met.
- 3.2.3 It was note that the NSPIS service arrangements were soon due to finish and Athena was the NPIAs 'champion' project; additionally, half the forces in England and Wales have expressed an interest in Athena. This would be the first time forces had shared live data in real time and by using one golden nominal record. This should result eventually in fully electronic case files and an ability to send case files directly to the courts and the CPS.
- 3.2.4 The opportunities and benefits were explained and it was noted that for Data Protection and FOI purposes there would be one data owner i.e. Athena. The system would respond to collaborative units e.g. Kings Lynn PIC as any officer would be able to book in detainees by using the same business processes. This was a business lead project which should produce significant savings for the large number of forces involved in the project.
- 3.2.5 It was likely that the hosting was likely to be at Hendon; however, the competitive dialogue was still in progress with suppliers. It was anticipated that the framework agreement would be signed in September with the first technical 'go live' would be April 2012, full business 'go live' was hoped to be during October 2012. Presuming that Cambs, Beds and Herts had a good implementation plan there was every hope that we could become early adopters of the system.
- 3.2.6 It was agreed that if every force took Athena, PND would not be needed; however, while other forces were not using Athena, PND would be required for its search ability. It was also noted that there would be a 'one off' cost of training for the new system as thereafter; training would be on enhancements only. This would also save a considerable amount of money on current training time and costs.

## 4.0 CORPORATE RESOURCES

- 4.1 4.1.1 **Financial Review – Budget Monitoring Revenue Provisional Outturn 2010/11** - the Director of Resources reminded the Board that the Government had cut the 'in year' funding by £1.16m and through a number of initiatives base budgets had been cut by £1.6m. Further significant underspending took place resulting in a net outturn of £3.1m underspent. This was broadly in line with forecasts given to FEB in April and was held in reserves for 'one off' costs to support the change programme. FEB was asked to note that the figures were provisional and subject to audit. A request for carry forwards was to be made to the Police Authority at the next Finance and Resources committee.
- 4.1.2 **Recommendation – the Board noted the paper.**
- 4.2 4.2.1 **Capital Programme Monitoring –** an under spend had been expected and was realised on the capital programme. This was mostly due to the Parkside Replacement project which had been abandoned in December 2010 due to other budgetary pressures.
- 4.2.2 **Recommendation – the Board noted the paper.**
- 4.3 4.3.1 **Workforce Issues –** the A/Head of HR introduced the paper. Key issues reported were :  
**Staffing Levels** – it was noted that since 31.3.11 there had been a reduction of 54.72 staff/Officers from the payroll.  
**Recruitment** – it was proposed to recruit 20 police officers in 2011/12.  
**Promotion** – the Sergeants Board had been cancelled.  
**Above and Beyond Scheme** – this scheme had been withdrawn.  
**PDR** – this process was under review but would be changed.  
**Sickness Absence** – the sickness levels had increased slightly.  
**Injury Awards** – options to restart the process were being drawn up  
**Inspectors overtime** – the Board was invited to note the legal challenge re non-payment of overtime for Inspectors.
- 4.3.2 **Workforce Plan –** the Head of HR invited comments on the plan, which would change over time and was due to be presented to the Police Authority as part of the LPP. The Director of Resources highlighted the graph on page ten suggesting that it could be shown as the total number. The Chief Constable drew attention to the graph on page 9 which indicated a small increase in police constable numbers over the next year. It was agreed that a little more work was necessary to update the charts applicable to constable numbers before presenting this to the Police Authority. It was also suggested that a line should be put into the section on Police Service Volunteers to reflect that the number reported did not include the number of Neighbourhood Watch volunteers.

- 4.3.3 **Inspectors Overtime** - the Federation raised the issue of Inspectors Overtime (para 8.2) it was noted that regulations allowed for Constables and Sergeants working part time were paid 'claim time' up to forty hours. The claim related to a part time Inspector working 32 hours the extra hours were for a claim up to 40 hours maximum.
- 4.3.5 **Policies – Regulation A19** – a draft policy and procedure had been prepared and would be subject of consultation with the Superintendents Association and the Federation.
- 4.3.6 **PDR** – it was noted that HQ had to improve on completion rates.  
**Legal advice re redundancy** – it was noted that the current method of managing dialogue sessions appeared to disadvantage those on maternity leave or on secondment and this was being reviewed.
- 4.3.7 **Match Fit** – it was noted that managing stress would be a topic on the next round of management seminars and a programme of health related activities would support staff during the period of change being undertaken by the organisation.
- 4.3.8 **Recommendation – the Board approved the paper.**

## 5.0 CORPORATE PERFORMANCE

- 5.1 5.1.1 **Corporate Development (CDD) Update** – the paper and horizon scanning documents were noted by the Board.
- 5.1.2 **Flag Flying Policy** - the FEB agreed that the Constabulary would fly only the Force Crest or the Union Flag.
- 5.1.3 **Recommendation – the Board noted the paper and agreed that the Constabulary would fly either the Force Crest or the Union Flag.**
- 5.2 5.2.1 **Operation ReDesign Update** – the highlight report recognised where the organisation was regarding ratio of supervisors. It was reported that the data was now twelve months old; however, the direction of travel was broadly in line with where the force would want to be. Paragraph 2.2 identified that there was an intention to maintain constable numbers at 1011 until April 2012 but there were a number of issues to consider and would need time to work through e.g. natural wastage, retirements, changes to supervisor ratios etc.

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- 5.2.2 Associated issues highlighted were 'acting up' and 'officers in posts not requiring police powers' and the difficulty of achieving this, but recognising that there was a need to manage numbers down incrementally, and this would be the direction of travel. It was suggested that any change to staffing should be raised with senior managers before information was sent directly to staff concerned. It was noted that the speed of change was making this difficult but this would be borne in mind for future communication.
- 5.2.3 The DCC highlighted that there was an intention to aim towards 3<sup>rd</sup> October for a change to the new force structure and the Board was invited to review the sixteen issues re the 'tipping point' and comment accordingly. It was noted that this date was arbitrary and if there were good reasons would be reconsidered, it was seen as important to have a date in mind. Following discussion it was suggested that milestones to indicate progress towards the new structure would be more appropriate than having a fixed date and some areas could be done sooner than 3<sup>rd</sup> October.
- 5.2.4 The Chief Constable reminded the Board that the papers were presented for FEB members to add/contribute to the process for a consensus decision. The process for selecting senior staff for the six areas of operational command was discussed and the Chief Constable indicated that a representative from local councils would be on the selection panel. It was suggested that it might be helpful to run the processes at one time to ensure equality of opportunity. It was noted that the current risks would be drawn into the rolling risk review process rather than submit a separate paper from the ReDesign team.
- 5.2.5 **Recommendation – the Board noted the papers.**
- 5.2.6 **Business Support – Restricted** – the tabled papers were reviewed by the Board. The structure chart was highlighted and the DCC indicated that the span of responsibility for the Director of Resources was too broad therefore this would not be the finalised option.
- 5.2.7 The DCC summarised the discussion stating that it was clear that the model could not be endorsed as it was, but that there should be further discussion on the 21<sup>st</sup> June.
- 5.2.8 **Recommendation - the Board noted the papers.**

ALL to note

closed

## 6.0 CORPORATE GOVERNANCE

- 6.1 6.1.1 **Risk Management** – the presented risks and opportunities were reviewed by the Board. The Head of Estates raised the issue of difficulty with using the 4Risk system. While it was recognised that the system was not perfect, it was noted that the cost of the system was advantageous and therefore assistance was available from CDD to assist users.
- 6.1.2 **Recommendation – the Board noted the papers.**
- 6.2 6.2.1 **Collaboration Update** – the DCC reminded the Board that the Constabulary would collaborate on all business areas except for local policing. The DCC explained that the process started with an exercise to debate what was within scope of the collaboration project. The central collaboration team compile a scoping paper for the programme board, which contained analysis and research to outline possible options. The Programme Board, made up of staff associations and chaired by the DCC considered the scoping papers. Once a preferred option was agreed at the Programme Board, this was developed into a full business case, which would return to the Programme Board followed by the Joint Working Group and finally achieve sign off by individual Police Authorities.
- 6.2.2 A number of members of the Board expressed concern that comments raised by professional leads had not been reflected in the options papers. The Chief Constable indicated that the process had not evolved sufficiently to take account of the current three force geography or consultation with professional leads and that there was need to review the process to take account of the complexity of three partners. A meeting was scheduled with Beds and Herts Chief Constables for Friday 10<sup>th</sup> June to review the governance arrangements.
- 6.2.3 It was noted that the current four projects considered at the Programme Board were still ‘works in progress’ and had not been agreed as finalised models. It was noted that the business case could show that the ‘preferred option’ may not work and there was still time to ensure that views from professional leads were taken into account. The last meeting of the Programme Board considered papers on PSD, Firearms, Major Crime, Scientific Support each paper contained a ‘preferred option’ which would now be built into a full business case. The DCC gave a brief update on each of the four areas and work in progress.

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6.2.4 UNISON raised concern over communication from the Programme Board. While it was seen as important to get messages out to staff quickly and consistently, it was felt that these messages should be clear in stating that preferred options could still be changed once business cases had been developed and risks considered. It was noted that there would be an impact on the Workforce Plan through collaboration activity which included statements regarding an intention to revisit Workforce Modernisation principles to replace Police Officers with Police Staff. There was also an intention to increase the number of operational officers when savings from both ReDesign and collaboration were realised.

6.2.5 Fleet – the Director of Resources reminded the Board that discussions had been held with the Chiltern consortium during June 2010. It had recently been identified that the current Cambs service costs were significantly less than Chiltern (up to 26% year on year) therefore Chiltern are to review their service. It had been agreed that Cambs would review the options; however this position would not preclude use of the national fleet procurement, despite not being in contractual arrangements for the contract. There was a suggestion that this area could be subject to three force collaboration and this was to be discussed in due course.

6.2.6 Stores and Procurement – the Director of Resources was the lead Chief Officer for the project, which was now working as a three force function. The main store was sited in Cambridgeshire and there would be a new process for ordering kit which would now be done on line. A three force dress code has been developed by the HR team and this would be presented to the next FEB meeting.

Exec Officer to note

6.2.6 A draft three force income policy has also been developed and this would be presented to either the July or August FEB. This should not change current practise.

Exec Officer to note

## 7.0 ITEMS FOR RESOLUTION

7.1 7.1.1 **Stop/Search Policy and Procedure** – changes had been made to the sections relating to Stop and Search in the Crime and Security Act and the paper sought approval from the FEB for a new policy and procedure resulting from the changes to that legislation.

7.1.2 **Recommendation – the Board noted the papers and approved the new policy and procedure.**

## 8.0 ITEMS FOR INFORMATION ONLY

8.1 8.1.1 **Agenda Plan for FEB** - the Board noted the paper. The Winsor/Hutton discussion would be postponed to the July meeting.

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- 8.2 8.2.1 **Corporate Communications Update** – there was no report at this meeting.
- 8.3 8.3.1 **Briefing re Preparedness for the Olympics** – the ACC reported that there was a regional view that there was need for a regional ACPO level ‘Gold’ Commander. Key issues identified were resource management and a number of initiatives had been introduced to maximise demand.
- 8.3.2 **Recommendation - the Board noted the paper.**
- 8.4 8.4.1 **Restorative Justice (RJ)** – the Head of Investigations reported that this piece of work had been a real success which had saved a significant number of operational hours. Feedback from staff had been good and there would be expansion in phase 2, which would allow more offences to which RJ could be applied. This work had been received positively both internally and externally, and looked now to be impacting on custody as there had been a substantial down turn in throughput in custody suites during April and May. Analysis was taking place to review all issues related to drop in detainees numbers, which should give further information re savings achievable through use of RJ.
- 8.4.2 There was a suggestion that it would be useful to have the qualitative feedback from the implementation group before widening of the scope of offences dealt with by RJ. However, following discussion it was agreed that the scope would be extended meanwhile the implementation group would continue to review the process. It was noted that there was a communications plan to raise awareness and that Supt Gary Ridgway was the lead for the project. It was agreed that a further update would be given to FEB in September.
- 8.4.3 **Recommendation - the Board noted the paper.**
- 8.5 8.5.1 **Operation Slingshot** – the paper was a brief update on the situation to manage business related to the closure of the FSS. The national procurement process was in process and it was hoped that contracts would be signed on 12<sup>th</sup> July. To date the process was looking to be on track, although there were problems in accessing fire scientists. It was noted that it was a hugely complex arena having different arrangements and levels of service across country.
- 8.5.2 **Recommendation - the Board noted the paper.**

Exec Officer to note

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**8.6** 8.6.1 **National Air Support** – the ACC reported that the circulated paper explained the negotiations taking place with Chiltern Air and the Eastern Regional Air Consortium. The paper showed the model proposed by Chiltern Air and it was noted that Cambs was also involved in the national air service, due to be operational by 1<sup>st</sup> April 2012 but now expected to take a number of years to realise, in part due to pressure from the Olympics in 2012. The paper explained the interim arrangements which supported the move towards the national service.

8.6.2 **Recommendation - the Board noted the paper.**

**8.7** 8.7.1 **MARU Update** – the paper was reviewed and noted by the Board.

8.7.2 **Recommendation - the Board noted the paper.**

**9.0 ITEMS FOR DISCUSSION**

9.1 9.1.1 CI Jon Betts and Sarah Dennett from the Operation ReDesign team gave a presentation to the Board which outlined the process being used to shape the organisation.

The Board were reminded of the three key questions asked by the Chief Constable as to how the organisation might look in the future:

1. How do we understand and respond to the needs of our communities
2. How do we ensure we task and deploy our resources on the basis of Threat Risk and Harm
3. How do we ensure that we are enabled to hold people to account

9.1.2 As a consequence of the questions a meeting was held with all project leads in order to address the questions. Three products emerged from the meeting

- Concept for the shape of the organisation – NIM principles – on a budget
- Underpinning processes
- A set of principles for setting organisational delivery

9.1.3 In response to question 1 it was felt that there should be a dynamic 24/7 centralised intelligence function interacting with contact management and setting the 'Force Agenda/Rule Book.

9.1.4 In response to question 2 – it was agreed to have early 24/7 application of Force Agenda – ensuring considered and dynamic deployment of resource to ensure timely and appropriate demand.

9.1.5 In response to question 3 – there was need for clear lines of accountability, responsive to changing priorities daily DMM scrutiny and appropriate tiers of accountability.

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- 9.1.6 Referring to the shape of the organisation it was seen vital to have a central hub for intelligence and performance which would shape early decision making (at the point of entry to the organisation). The hub would support the contact management and DMM functions while external to the process would be governance. The hub would be a 24/7 function using dynamic decision making, having taken account of external and internal influences re priorities to shape a 'rule book' for risk managing the 80% high demand, low risk investigations.
- 9.1.7 Sarah Dennett explained the concept which would influence first contact activity and had a relationship in shaping service delivery and resourcing across all areas. The process for routing the different types of calls was highlighted and the likely resulting response activity to be used was shown. It was noted that, to some degree, demand volumes would influence and guide the new force structure.
- 9.1.8 A question was raised with regard to the number of staff in the contact management area and whether this would be sufficient to meet the 24/7 demand. It was suggested that once the principles were agreed, demand would be considered before determining staffing levels. However, this might result in a different staffing model once efficiencies had been driven out through better management of demand.
- 9.1.9 The Head of Investigations agreed with the concept, however felt that there was a danger of creating six operating hubs all dealing with low level crime, therefore reducing the ability to move resource around. It was noted that the six districts would be dealing with the lowest risk high volume crimes supervised by experienced investigative managers. Additionally, the operational commander would have the remit to move local staff as necessary and he would be supported by a flexible tactical unit to deploy as necessary.
- 9.1.10 A set of principles was tabled for information and it was agreed that these plus the other areas discussed would be discussed by FEB at the next development day on 21<sup>st</sup> June 2011. The Chief Constable reminded the Board that while October had been the date agreed to work towards to implement the new structure there was still time to develop the final model. The Chief Constable indicated that there was a need to respond to each nominal in accordance with a quality decision on each particular crime and individual.

## 10.0 ANY OTHER BUSINESS

- 10.1 10.1.1 **Team Brief** – the following items were considered for inclusion in the team brief:
- Athena
  - Stop and Search
  - Acting down and Promotion Processes

## 10.2 Chairman's Items

10.2.1 There were none at this meeting.

10.2.2 **HMIC/HMIP Inspection of Custody** – the ACC asked that thanks were extended to all custody staff for their assistance with this 'no notice' inspection. Visits had been made to the principal custody suites and the feedback had been very impressive.

## 11.0 DATE OF NEXT MEETING

11.1.1 The next meeting was to be held on Tuesday 5<sup>th</sup> July 2011 with no further business; the Chairman closed the meeting and thanked everyone for attending.