



Creating a safer  
**Cambridgeshire**

## MINUTES OF MEETING

**SUBJECT:** Force Executive Board (FEB)  
**HELD ON:** Monday 6 November 2017  
**AT:** Conference Room 3, Force HQ  
**PRESENT:** Alec Wood, Chief Constable (Chair)  
Alan Baldwin, Deputy Chief Constable  
Dan Vajzovic, T/Assistant Chief Constable  
Niki Howard, Chief Finance Officer  
Sarah Cooper, Head of Corporate Communications  
Mat Newman, Director of Intelligence  
Natalie Benton, Head of Corporate Development  
Liz Groom, Federation Chair  
Andy Hebb, Head of Investigations  
Anita Fiddy, Head of What Works  
Chris Edwards, Head of Performance  
Colin Luscombe, Director of Estates  
Hayley Watson, Business Partner, HR Employee Relations  
Kelly Drewery, Talent Management Manager, HR  
Vicky Skeels, Local Policing Commander  
Chris Mead, Local Policing Review  
Laura Kosciakiewicz, Chief Constable's Staff Officer  
Jackie Ingle, Interim BCH Strategic Lead Payroll & Pensions

### ACTION

#### 1. APOLOGIES

Apologies were received from ACC Malik, the Head of ICT and Unison.

#### 2. MINUTES OF THE MEETING HELD ON 2 OCTOBER 2017

The minutes were approved.

#### 3. MATTERS ARISING

##### FEB 2 October – Sickness & Establishment Figures

The Head of Performance confirmed that these will be included in the next Performance Meeting.

ACTION CLOSED

#### 4. RISK AND BUSINESS CONTINUITY

The Deputy Chief Constable provided a summary/update on the current risks and issues, as detailed in the Principal Risk Register.

## **5. STANDING FINANCIAL REPORTS**

### **5.1 Revenue Monitoring Report**

Members noted the Revenue Monitoring Report.

The budget at the end of September was overspent by £639k (1.01% of net revenue).

An overspend of £1.8m is predicted for the current financial year. This is subject to review during the year as the operating models for the Local Policing Review and Athena Implementation are finalised. It was noted that work was underway to address a predicted overspend of £1m for supplies and services.

### **5.2 Capital Monitoring Report**

Members noted the Capital Monitoring Report and approved three additions to the Capital Programme as follows:-

- £95k for work required to accommodate staff being relocated due to the creation of a Demand Hub at HQ. This would be funded by RCCO within the Chief Constable's delegated limit.
- £50k for work to enhance the working environment for the ICT Department, which is being moved to accommodate the Demand Hub at HQ. This would be funded by a matching reduction in the ICT Consolidated Workstreams allocation. The essential building work for this move is covered by the above addition to the Capital Programme.
- £30k for the single PSD Monitoring System as part of seven force collaboration. This would be funded by RCCO within the Chief Constable's delegated limit.

34.2% of the 2017/18 Capital Programme was spent and committed at the end of September. Principal spends in the year to date include the Major Repairs Planned Scheme, the Organisational Support BCH ERP Purchase Scheme and the Vehicle Replacement Programme.

Capital resources received to date include grants from Central Government, receipts from the sale of vehicles and capital receipts from the sale of a vehicle and sale of the Ramsey and Whittlesey properties.

## **6. STRATEGIC PERFORMANCE**

### **6.1 Performance Update**

Members noted the Assistant Chief Constable's performance report, which reflected the update provided at a recent Force Performance Management Meeting.

The Assistant Chief Constable highlighted a number of key issues outlined in the report.

Following changes to the local policing structure and the formation of Northern and Southern hubs, efficiencies have been identified which have enabled more effective deployment of resources.

In addition business cases are being compiled for response and investigation, public protection, intelligence and neighbourhood policing, which aim to achieve efficiencies and long term sustainable performance improvements in priority areas.

Contact management performance for the Force Control Room and Police Service Centre has improved.

It was agreed that C/Supt Chris Mead would compile a comms article outlining the initial benefits resulting from the formation of the Northern and Southern hubs.

C/Supt Mead

## 6.2 Operation Sherlock

T/Superintendent Koscikiewicz provided a summary of her paper, the purpose of which was to:-

- Provide an update and seek approval for changes to the investigations standards strategy.
- Highlight potential risks to embedding this approach to investigating standards within the new Athena platform.
- Inform FEB of the changes to governance through the Force Performance Management meetings.

Following a review of Project Sherlock it was felt that it was no longer a project and therefore the revised strategy was renamed Operation Sherlock

T/Superintendent Koscikiewicz gave a presentation on delivering excellence by investing in professional and specialist capabilities and ensuring that all officers and staff have the right skills, knowledge and support to develop and maintain professional operational competence.

A short discussion took place. The Federation Chair raised concern about the lack of crime training during initial training for probationer constables and inconsistency in crime investigation across the county. It was suggested that Tutor Constables be invited to Supervisor training days.

Following further discussion regarding performance outcomes it was agreed the T/Assistant Chief Constable would compile a short narrative to explain the Constabulary's current position.

T/ACC

The T/Assistant Chief Constable reminded colleagues that T/Supt Koscikiewicz will shortly be taking maternity leave. He thanked her for her hard work and support as the Chief Constable's Staff Officer and Head of ISD, and her contribution to Operation Sherlock.

## 7. **ORGANISATIONAL DEVELOPMENT**

### CDD Update

The Head of Corporate Development provided a brief summary of her report.

The Constabulary's Efficiency report will be published on 9 November, with an expected grading of 'Good' for each of the three questions and an overall judgement of 'Good'. Four areas for improvement are also expected, which have been assigned owners at the Organisational Improvement Group. The Legitimacy report and Value for Money Profile are expected in December

## 8. ITEMS FOR RESOLUTION

### 8.1 Critical Incident Management & On-Call Arrangements

The T/Assistant Chief Constable referred colleagues to his report which sought to outline arrangements to ensure the effective connectivity between critical incident management and current NPCC on-call arrangements.

The current repository for recording critical incidents in Cambridgeshire is not ideal but work is being undertaken with ICT to resolve this.

It was recommended that until such time as a more appropriate system has been identified, the Constabulary ensures that use is made of the Lotus Notes database for critical incidents.

The Deputy Chief Constable will discuss this issue with the Head of ICT and his counterparts in Beds and Herts with a view to identifying a long term IT solution. In the interim colleagues agreed to ensure compliance in relation to critical incident management when operating in key roles, e.g. Force Silver or Gold on-call or NPCC on-call.

DCC

### 8.2 Control Strategy

The Assistant Chief Constable presented a paper seeking approval of the proposed operational priorities and intelligence requirements for the Constabulary.

#### **Proposed Priorities** *(not in priority order)*

Burglary

Domestic Abuse

Serious Sexual Offences

Child Abuse (including child exploitation)

Modern Slavery

FEB agreed the Control Strategy and intelligence requirements and confirmed that the Control Strategy will be reviewed in April 2018.

### 8.3 Single Tactical Tasking Meeting

The Assistant Chief Constable referred colleagues to a paper requesting approval of a single tactical tasking meeting, attendance at which would include all control strategy leads, local policing leads, Corporate Communications and a performance lead.

Operational Review and Covert Operational Review meetings will cease.

The paper was approved.

## **9. ITEMS FOR INFORMATION**

### **9.1 Leadership Review**

Kelly Drewery outlined the key points within her paper, which provided an update of the College of Policing's Leadership Review and Guiding Principles of Organisational Leadership.

The Deputy Chief Constable reminded colleagues of the transition from the old PDR system to ABEL in the autumn of 2018. HR and Corporate Development will look at what can be done to ensure that staff do not need to duplicate entries, or record any more information than normal during this period.

The report was noted and members agreed to ensure that all leaders in their area of business are aware of the Review, the Guiding Principles and the expectations and support available

The Deputy Chief Constable asked for all future Senior Leadership Forum dates to be circulated to members for their information.

*CC's Staff  
Officer*

### **9.2 Business Planning**

The Head of Corporate Development provided a summary of her report, which briefed members on the proposals to make improvements to force business planning processes in preparation for completion of the first force management statement by May 2018.

The proposals will be presented to the Business Co-ordination Board on 9 November.

Members endorsed the report.

## **10. ANY OTHER BUSINESS**

### **10.1 Chairman's Items**

The Chief Constable reminded colleagues that this was C/Supt Andy Hebb's last FEB meeting before his retirement. He thanked Andy for his support and contribution to the organisation, and wished him all the best for the future.

### **10.2 Items Notified at the Start of the Meeting**

There were no additional items.

## **11. DATE OF NEXT MEETING**

The next meeting will take place on Monday 4 December at 11am in Conference Room 3, HQ.