

## MINUTES OF MEETING - OPEN

**SUBJECT:** FORCE EXECUTIVE BOARD (FEB)

**HELD ON:** 4th JUNE 2013

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

**PRESENT:** John Feavours - Deputy Chief Constable (Chair)  
Ian Bell – Head ICT  
Sharon Briar – UNISON  
Andy Hebb – Head of Local Policing  
Mark Hopkins – Assistant Chief Constable  
Niki Howard – Director of Resources  
Linda McHale – Head of HR  
Simon Megicks – Head CDD  
Kate Moore – Executive Officer  
John Raine – Head of Investigations  
Shaun Ryan – Federation

### ACTION BY

#### 1. APOLOGIES

- 1.1 1.1.1 There were apologies from the Chief Constable, ACC Jon Boucher and the Heads of Corporate Communications and Estates

#### 2. MINUTES OF MEETING

- 2.1 2.1.1 The minutes from the FEB held on 7th May 2013 were approved without amendment. A further paper was presented to this meeting related to paragraph 6.1.5 on Legacy Systems/Data and is reported at paragraph 3.1.2 of these minutes.

#### 3. MATTERS ARISING

- 3.1 3.1.1 **Action Sheet** – there were no matters arising to discuss at this meeting.
- 3.1.2 **Legacy Systems** – the DCC outlined the paper which indicated the process by which the decision had been made to ‘switch off’ legacy systems. The decision was reiterated that all the paper crimes linked to the CIS Crime System will be destroyed along with associated paper work and exhibits when the electronic system is turned off. The exception to this will be the 10 crimes relating to the offence of Murder and the 7 crimes relating to the offence of Manslaughter. These will be retained and the details recorded electronically on the current Crimefile system to enable them to be searchable and provide a link to the location of the paper record.

3.1.3 **Recommendation – the Board approved and noted the paper.**

3.2 3.2.1 **Team Brief** – the May team brief was noted by the Board.

#### **4. ORGANISATIONAL CHANGE**

4.1 4.1.1 **Change Management Board Notes** – the meeting notes were noted as approved.

4.2 4.2.1 **Collaboration Update** – the DCC presented a draft paper to the Board which outlined the governance and strategic intent for collaboration between Bedfordshire and Cambridgeshire (BC). This paper also included alignment to the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) collaboration work. It was noted that the Police and Crime Commissioners (PCC's) were currently considering this document. The DCC invited the staff associations to share the content with their members with the caveat that it was still in draft and therefore may be subject to change.

4.2.2 For the work on organisational support work, which was being led by Bedfordshire, it was considered appropriate to allocate a Cambridgeshire representative to the small team to assist with the work. It was noted that there would not be a collaboration team as there had been with the BCH work but there would be a central co-ordinating team supported by points of contact in the different departments.

4.2.3 The DCC gave confirmation to the Board that all operational support areas would be considered for suitability of collaboration with the exception of local policing. The Board were encouraged to begin to review and rationalise their areas towards this aim and especially to consider where early benefits may be achieved. Implicit within the work would be the desire to achieve savings and efficiencies to contribute to the declining budgets.

4.2.4 Elsewhere in collaboration, the BCH joint protective services should be sealed though a memorandum of understanding to be agreed by the PCC's on 14th June 2013. This area of work will report to the DCC in Cambridgeshire.

The DCC confirmed that the Constabulary continued to have constructive discussions with the Chief Officer team in Hertfordshire, notwithstanding the decision made by the Hertfordshire PCC a few weeks ago.

4.2.5 **Recommendation - the Board noted the report.**

4.3 4.3.1 **Programme Metis** – the Board received a comprehensive paper from the Head of CDD which had been discussed by the strategic user group. Referring to paragraph 3.1.4 c. it was agreed that the Change Management Board would provide the mechanism by which top level changes or those affecting the wider organisation would be considered and agreed.

4.3.2 **Recommendation - the Board noted the report.**

## 5.0 CORPORATE RESOURCES

5.1 5.1.1 **Financial Review** – the Director of Resources presented the draft year-end report which indicated a net underspend of slightly over £2m. This, in part, was attributable to the changes associated with the financing of the capital programme which had been carried out at the request of the PCC who wished to finance the capital programme without borrowing, as it had been in previous years.

5.1.2 The £2m underspend would be used to assist in funding capital projects. However, the new financing arrangements could be challenging for any future or long term need to finance large capital projects as the current direction by the Commissioner was to fund capital projects from within revenue.

5.1.3 The Director of Resources raised awareness of the potential funding gap over the next few years. While there had not been a major problem in balancing the budget for the current financial year, this was unlikely to be the case for coming years. Due to being in the second round of budget cuts, the situation had become very challenging. Based on recent information received it looked likely that there would be cuts in grant of up to £20m over the next three years. Beyond that there would be the need to build in the cost of inflation. Although there had been an expectation that the grant information would be available in June, it was now expected that it would only be the departmental budgets which were released.

5.1.4 **Recommendation - the Board noted the report.**

5.2 5.2.1 **Capital Monitoring** – there was no report presented at this meeting.

5.3 5.3.1 **Workforce Issues** – the Head of HR reported that the table on the last page had been amended and the strength was 7 over establishment rather than 38 as reported. The Head of HR outlined key issues from the workforce paper as follows:

5.3.2 **Establishment** – it was noted that constable numbers were marginally over establishment and when constables in acting/temporary roles were taken into account the number of substantive constables was 1020.

- 5.3.3 **Sergeant Promotion Boards** – the People Board had made a decision not to promote any constables to sergeant rank prior to the current board passes expiring at the end of July. The decision was made against the current financial situation and also on there being few predicted leavers. Sergeant numbers continue to be monitored and the need for a Sergeants promotion board would be reconsidered in the Autumn. All current acting and temporary posts will be reviewed to determine the possibility of rotating posts to offer supervisory opportunities to a new cohort of constables.
- 5.3.4 **Pay Negotiations** – it was reported that UNISON had a put together a proposal for a 3% pay rise and the Federation reported that there would be an agreed 1% pay increase for police officers from September 2013. It was also noted that the freeze on incremental pay scales finished at the end of March 2014 although there was currently no clear direction as to how or if this would be resumed.
- 5.4.5 **Specials Recruitment** – the Head of Recruitment reported that a paper was being written for the People Board which would review the recruitment of Special Constables as there was continual recruitment, but equally there were a continually high number of leavers. There was significant cost to kitting out and equipping Specials and there was some concern that this was not proving cost effective in terms of output of operational hours. There may be the need to change the recruitment profile and look further at management and retention.
- 5.4.6 The DCC mentioned the standards paper circulated after the last People Board and which was not yet resolved. There was the need for further discussion over giving applicants a second chance when failing any part of the recruitment process. It was noted that as there were now so few vacancies and there were many people applicants to join the Constabulary there was the opportunity to select the very best people.  
It was agreed that if any future applicants failed any part of the process they would not be eligible to apply again until two years had elapsed since the last failed attempt.  
However, for the 6 or 8 failed applicants already in the system this would be waived.
- 5.4.7 The Board discussed raising the pass mark for selection of students; however, the Head of HR advised that this may not be possible. It was agreed that raising the threshold for scoring would reduce the pool of applicants to interview. It was agreed that the Head of HR would review the scoring system.
- 5.4.8 **Recommendation – the Board noted the paper.**

Head HR

## 6.0 CORPORATE PERFORMANCE

- 6.1 6.1.1 **Corporate Development (CDD) Update** – the Head of CDD reported that -
- 6.1.2 **Inspections and Audits** – the initial report from Valuing the Police was to be circulated to check for factual accuracy. Preparation for the Strategic Policing Requirement inspection will be progressed – all leads have been advised of the requirement in terms of local police response.
- 6.1.3 **Performance** – confidence in local policing improved from 72.3% to 72.8% in April which was the highest level to date and at force level satisfaction the overall experience improved from 85.4% to 85.7%. Victim based crime has continued to reduce in all areas in the new financial year and in April burglary dwelling fell to its lowest level on record.
- 6.1.4 **Recommendation** – the Board noted the paper.

**7.0 CORPORATE GOVERNANCE – Item Closed due to Operational Sensitivity.**

- 7.1 7.1.1 **Risk Management** – the presented risks and opportunities were reviewed by the Board. The Board was invited to note the closed risks report, and the Programme Metis risk register.
- 7.1.2 **Recommendation** – the Board noted the papers.

**CLOSED**

**8.0 ITEMS FOR RESOLUTION**

- 8.1 8.1.1 There were none at this meeting.

**9.0 ITEMS FOR INFORMATION ONLY**

- 9.1 9.1.1 **Agenda Plan for Force Executive Board** - the Board noted the paper and that the September meeting would take place from 1.30pm to 5.00pm to debate how to balance the budget for the following year and it was also hoped that the draft Metis plan may be ready for consideration at that point. This work would feed into the Chief Constables management seminars in October/November.
- 9.1.2 **Recommendation** – the Board noted the paper.
- 9.2 9.2.1 **Corporate Communications Update - Get Closer** – the Board noted the comprehensive update paper from Corporate Communications which articulated work delivered under the ‘Get Closer’ campaign.
- 9.2.2 **Recommendation** – the Board noted the paper.

Exec Officer to note

**10.0 ITEMS FOR DISCUSSION**

10.1 10.1.1 **Child Sexual Exploitation – Force Strategic Response** – the ACC reported on the peer review which had recently been conducted by Greater Manchester Police (GMP) who had been very helpful in the early stages of the Op Erle investigation. Whilst a formal paper was anticipated the ‘hot debrief’ had been very positive especially with regard to the quality of staff who had been commended for their ‘engagement, positivity, professionalism, enthusiasm and ‘can do’ approach’. The GMP staff were impressed by the holistic approach which had been taken and which included partnership with social workers. The inspection team had also been very positive about the command structure, the relationship with partners and the communications and media engagement. Issues raised for future consideration would be explained in a paper due to be presented to the September FEB meeting.

Exec Office  
to note

10.1.2 **Recommendation – the Board noted the paper.**

## 11.0 ANY OTHER BUSINESS

11.1 11.1.1 **Team Brief** – the following items were considered for inclusion in the team brief:

- **Open Door Events** – these will be conducted by the DCC in the next couple of months. Key messages will not only be about financial savings, but about the success the Constabulary has had and its ability to maintain performance through the challenging environment. Corporate Development would set the format for the events which would facilitate how the savings might be made and input from each department as to what their contribution might be.

Executive  
Officer to  
note

## 11.2 Chairman’s Items

11.2.1 There were no Chairman’s items or items identified at the start of the meeting.

## 12.0 DATE OF NEXT MEETING

12.1.1 The next meeting was to be held on Tuesday 2nd July 2013 with no further business; the Chairman closed the meeting and thanked everyone for attending.