

MINUTES OF MEETING - OPEN

SUBJECT: FORCE EXECUTIVE BOARD (FEB)

HELD ON: 2nd JULY 2013

AT: CONFERENCE ROOM 3 & 4 - HQ

PRESENT: Simon Parr – Chief Constable (Chair)
John Feavoyour - Deputy Chief Constable
Ian Bell – Head ICT
Sharon Briar – UNISON
Andy Hebb – Head of Local Policing
Niki Howard – Director of Resources
Colin Luscombe – Head of Estates
Linda McHale – Head of HR
Simon Megicks – Head CDD
Kate Moore – Executive Officer
Shaun Ryan – Federation
Kate Tonge – Head Corporate Communications

ACTION BY

1. APOLOGIES

- 1.1 1.1.1 There were apologies from the ACC, ACC Jon Boucher and the Head of Head of Investigations.

2. MINUTES OF MEETING

- 2.1 2.1.1 The minutes from the FEB held on 4th June 2013 were approved without amendment.

3. MATTERS ARISING

- 3.1 3.1.1 **Action Sheet** – there were no matters arising to discuss at this meeting. The action had been resolved at People Board.
- 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** – there were no meeting notes to approve at this meeting.

- 4.2 4.2.1 **Collaboration Update** – the Chief Constable informed the Board that there was a considerable amount of data gathering being carried out to support the work relating to organisational support and a meeting was taking place w/c 15th July with Chief Constables and Commissioners from Norfolk, Suffolk, Northants, Beds and Cambridgeshire to explore a possible second stage partnership.
- 4.2.2 Collaboration with call handling, for a single control room function, was to be progressed initially with Beds, and possibly this would be extended to include Herts whose Commissioner had indicated that Hertfordshire may wish to re-engage with the control room/criminal justice work. Beds and Cambs were currently working towards having one Superintendent managing both contact management arrangements. Other opportunities for sharing senior police officers would be fully explored.
Work would be done on Airwave mapping such that units within the joint protective services could be called from any one of the current three control rooms. At a slower pace, the area of Criminal Justice would be reviewed; this would become especially pertinent for Beds when Metis was rolled out along with the use of digital files. This work was all in line with national initiatives and relevant to the Crown Prosecution Service and digital criminal justice.
- 4.2.3 The DCC updated the Board with information about the regional tier of Athena management (new Chair – Andy Adams). At this stage the Chair of the Beds/Cambs/Herts implementation board had not been confirmed.
- 4.2.4 The Head of Corporate Communications reported that there had been some difficulties experienced with the amount of data requested for organisational support as this work had conflicted with Metis work already underway. It was agreed that Supt Welby would be asked to outline the issues regarding organisational support as this was impacting at a key time for Programme Metis. It was confirmed that T/Chief Supt Megicks was the force lead for collaboration and the Board was invited to indicate to CDD if work could not be done due to other pressures. It was recognised that there were likely to be a number of change initiatives such as Transfer order 2 and work on organisational support and Programme Metis were all requiring input at the same time and this would need careful management.
- 4.3 4.3.1 **Programme Metis** – there was no report at this meeting.

5.0 CORPORATE RESOURCES

- 5.1 5.1.1 **Financial Review** – the Director of Resources stated that this was the first of a new look report which no longer showed the total funding received, as the Commissioner will delegate a proportion of the total budget to the Chief Constable for resourcing operational policing. The presented report will be considered at the finance sub-committee chaired by the Deputy PCC. The report showed the amount currently delegated to the Chief Constable and it was hoped that there would be a similar amount negotiated in the coming financial year. Whilst there was some flexibility across the budget lines, there was still need to closely monitor supplies and services in order to find the savings needed to balance the budget in coming year.
- 5.1.2 It was noted that there were some reserves available to fund innovation, and provided that the costs for Metis could be adequately identified, this reserve could be accessed.
- 5.1.3 The Board was reminded that the September FEB meeting would be 1.30-5.00pm and would focus on balancing the budget. It was expect that the outline business case for Metis would be available along with information relating to anticipated collaboration savings. It was noted that the outcome of the Comprehensive Spending Review (CSR) indicating figures for 2014-15 and 2015-16 was now available, initially, this indicated that the position was not quite as difficult as feared but still challenging.
- 5.1.4 **Recommendation - the Board noted the report.**
- 5.2 5.2.1 **Capital Monitoring** – there was no report presented at this meeting but there would be a report to the next FEB which would show the funding line separately rather than as part of the revenue report.
- 5.3 5.3.1 **Workforce Issues** – the Head of HR reported highlights from the paper:
- 5.3.2 **Establishment** – attention was drawn to appendix A which showed substantive numbers and actual numbers. This position would continue to be monitored. It was expected that the intake in October would be slightly larger than originally planned in order to be more efficient for training. It was also noted that recruitment had taken place with a view to attracting Armed Policing Unit (APU) officers.
- 5.3.3 **Special Constabulary** – a paper was being prepared for discussion at the next People Board to address retention issues and ‘getting value for money’ from the Special Constabulary.
- 5.3.4 **People Board** – a number of decisions relating to the recruitment process had been made at the last meeting and were brought to FEB for information. The decisions made supported the drive to ensure that the best candidates were accepted as student officers.

- 5.4.5 **Sickness** – the Chief Constable indicated that it was pleasing to see that the absence levels appeared to be on a downwards trajectory and it was reported that the HR managers were delivering training on the new tri-force attendance management procedure.
- 5.4.6 **Legal Update** – the key areas of change were outlined since the Enterprise and Regulatory Reform Act 2013 had received royal assent. The implications were fully articulated in the paper.
- 5.4.7 **Two Ticks Symbol** – it was reported that the Constabulary had retained its 'Two Ticks' status which indicated that as an employer the organisation was 'positive about disabled people and sought to develop an awareness of disability to fulfil its commitments.
- 5.4.8 **Health and Safety** – the Head of HR informed the Board that it was seen as positive to record 'near misses' as this indicated awareness of potential accidents which allowed for preventative action where appropriate.
The annual Health and Safety report was approved by the Board prior to publication.
- 5.4.9 **E-cigarettes** – the People Board requested that FEB reconsider the decision to allow the use of E-cigarettes following the announcement that these were unregulated and produced some slight release of chemicals. Following discussion the decision to allow the use of E-cigarettes was upheld.
- 5.4.10 **Recommendation** – the Board noted the paper and approved the Health and Safety report for publication. The decision regarding E-cigarettes was upheld.

6.0 CORPORATE PERFORMANCE

- 6.1 6.1.1 **Corporate Development (CDD) Update** – the Head of CDD reported that the Equalities Board had held its first meeting and a strategic equality update paper was to be discussed further down the agenda.
- 6.1.2 **Authorised Professional Practice (APP)** – a representative from the College of Policing (Caroline Murray) had visited the constabulary to seek feedback on APP and engagement.
- 6.1.3 **Inspections and Audits** – the final meetings relating to the HMIC Valuing the Police inspection had taken place and the Chief Constable reported that he had spoken to HMI Zoe Billingham about the plan for collaboration which would complement the work being carried out re Metis.

6.1.4 **Performance** – there had been a slight deterioration in the detection rate which had been picked up in the Performance Board and action has been commissioned to improve the situation. The Chief Constable indicated that it was important to focus effort on areas where there was the most harm. Work was also in place to look at control room processes which could be contributory to changes to response times. The Board noted that this area was constantly being monitored and it was recognised that total crime and victim based satisfaction crime in the 12 months to May remained improved compared to baseline; and all territorial areas recorded fewer offences in May 2013 than in May 2012.

6.1.5 **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.

CLOSED

7.1.2 **Recommendation** – the Board noted the papers.

8.0 ITEMS FOR RESOLUTION

8.1 8.1.1 **Strategic Equality Board Update** – it was confirmed that this Board reported to the FEB and was responsible for managing the EHDR area of business and assist the organisation meet the requirements of equality legislation. The paper outlined some of the key work currently in progress and included the terms of reference and roles and responsibilities as appendices. The Head of HR reported that while there was still work to do there were positives within the workforce – both the overall number of BME staff and female staff had improved; although the BME numbers were still low.

8.1.2 **General Equality Data Report** - the FEB agreed the report for publication.

8.1.3 **Recommendation** – the Board noted the papers and agreed the General Equality Data Report for publication.

8.2 8.2.1 **Organisational Cultural Change** – the Head of CDD presented the paper which had been designed to promote debate on the need or not for a programme of cultural change. Through the Metis work it had become apparent that if some refocusing of culture did not take place the benefits of the change programme may not be embraced and therefore would not be achieved. There were a number of questions for debate by the Board to decide if the change was necessary and then if the organisation was committed to making the change.

- 8.2.2 The Chief Constable indicated that a conclusion would not be reached until the FEB had held the seminars in the Autumn, when all component parts of change would be visible. Following discussion by the Board there was confirmation that some cultural change was necessary and that shared understanding and greater use of linking policing activity to the three 'P' programme (pride, professionalism and productivity) could be a good start. There would be some challenges, not least the need to include collaborative partners and there would also be an opportunity to join up behind the College of Policing work on a code of ethical standards.
- 8.2.3 **Recommendation – the Board noted the papers and it was agreed that a cultural change programme would continue to be developed.**
- 8.3 8.3.1 **Peterborough Estate** – the Head of Local Policing indicated that the paper offered an opportunity to debate some possible short term options to rationalise the estate, following changes made to engagement with localities and to the policing model in Peterborough. Following discussion, It was agreed that the paper would be discussed at the next meeting with the Commissioner with a suggestion that the three offices identified in the paper could be 'mothballed' immediately as it was recognised that the wider Metis vision of a more agile and flexible workforce would undoubtedly affect the current estates strategy. It was noted that Metis will bring together a group to assess the future of Metis and its impact on fleet, estates, ICT relevant to a mobilised workforce.
- 8.3.2 **Recommendation – the Board noted the paper.**

9.0 ITEMS FOR INFORMATION ONLY

- 9.1 9.1.1 **Agenda Plan for Force Executive Board** - the Board noted the paper. Growth in the county – the Head of CDD reported that the paper would be circulated as soon as practical such that it could be used as background reading for the September FEB meeting. The Head of Estates reported that for many years 106 agreements had been negotiated, however, following discussion it was agreed that future need would possibly be for car parking only.
- 9.1.2 **Recommendation – the Board noted the paper.**

Action completed

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. It was noted that the first episode of the 15 part programme made about the Special Constabulary was broadcast on July 1st. The BBC reported good viewing numbers and reach and the programme retained its viewers; the preview was shown to the Special Constabulary on July 1st and will be considered for use as a tool for recruitment.

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

10.0 ITEMS FOR DISCUSSION

10.1 10.1.1 **OPCC Decision Timetable** – the Board noted the paper.

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:

- Two Ticks
- Metis – conclusion of the workshops, update on slate trial, Windows 8, Sharepoint launch

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 6th August 2013 with no further business; the Chairman closed the meeting and thanked everyone for attending.