

SUFFOLK CONSTABULARY

FORCE MANAGEMENT BOARD

Tuesday 1 June 2004 at 9 am in LEC 2

1. ATTENDANCE

Chief Constable (Chair)
Deputy Chief Constable
Assistant Chief Officer
Western Area Commander
Operations Manager, Southern Area
Operations Manager, Eastern Area
Operations Manager, Operations
Head of Crime Management
Force Strategic Review Project Director
Detective Chief Inspector, Force Strategic Review Project
Special Constabulary Commandant
Director of Corporate Development
Director of Human Resources
Director of Support Services
Programme Manager
Three Counties Collaboration Project Manager
Media Services Manager
Police Federation
UNISON
Executive Services Manager
Facilities Manager (for item 8.4)
Committee Clerk (Minutes)

APOLOGIES

Assistant Chief Constable
Head of Operations
Southern Area Commander
Eastern Area Commander
Director of Finance
Corporate Communications Manager
Staff Officer

PART I

2. MINUTES OF MEETING HELD ON 4 MAY 2004 (FMB/FT/8/04)

The minutes were accepted as a true record of the proceedings.

3. MATTERS ARISING

3.1 Stop Recording - Update

This item was deferred to the next meeting when more information would be available.

3.2 Narrowing the Justice Gap – Final Report

The Director of Support Services reported that figures were still awaited from the Home Office but that the report prepared for the Suffolk

ACTION

Assistant
Chief
Constable

Criminal Justice Board, which was based on locally collated figures, would be circulated.

Secretary's Note. The report has subsequently been circulated as paper FMB/FT/14/04.

The Director of Support Services explained that Narrowing the Justice Gap was a national initiative to reduce the gap between the number of offences that were actually committed and the number brought to justice, deemed to be a conviction, a caution or an offence taken into consideration. Targets had been based on the position at the start of the initiative in 2002 and Suffolk had achieved considerably more than the minimum of 5% by the end of the first year. The target for the coming financial year was based on the position as at September 2003 plus 5%, giving an overall target of 16%.

4. STRATEGIC ASSESSMENT AND CONTROL STRATEGY

4.1 Corporate

The Chief Constable referred to the recent ACPO and Federation national conferences and a seminar/consultation event on Police Reform held at Newmarket Racecourse the previous week. From presentations made at those meetings it was apparent that there was much work in progress, including identifying core police duties, the possibility of Basic Command Units becoming statutory bodies and multi level entry into the police service. A variety of organisations had been represented at the consultation event, including Local Authorities, and the majority view had been that the 1997 reforms should be given time to take effect before any radical reorganisation was undertaken. A White Paper would be published in November but the timetable for any resulting legislation was not known at this stage.

The report of the Bichard Enquiry was expected to be published around 15 June. The Chief Constable stated that there were likely to be some significant changes resulting from the enquiry which may require changes to resources to meet those needs. A code of practice would set targets for the recording of information on the Police National Computer (PNC) such as arrest/summons and court results. The Director of Support Services stated that the introduction of the new Custody and Case Prep system would assist in achieving those targets as it would enable information to be transferred directly. It was noted that some records could not currently be linked into the new system, such as intelligence and photographic records, but that these would be a matter for future development.

Quarterly Reviews on Areas had already taken place and Departmental Reviews would commence shortly. The Chief Constable stated that the reviews had highlighted examples of good practice and that he proposed to share such information with Board members at future meetings. The Deputy Chief Constable added that the Baseline Assessments for all Forces were to be published on 14 June.

Collaboration

The Three Counties Collaboration Project Manager reported that six counties were now involved in collaboration on procurement. The Project Initiation Document had been completed and the first meeting of Heads of Procurement held. The first phase of the project would be to gather data in relation to spends and processes and to identify categories for collaboration. A plan would be presented to the Governance Board and Eastern Region ACPO at the end of July. If agreed, this would lead to the second phase which would make recommendations for synergistic opportunities for greater collaboration

in areas of process, organisation, policy and systems.

Five Counties were now involved in the Fleet project. The inclusion of Hertfordshire would result in a slight delay in the completion of the report from July to August.

The Project Initiation Document for non estates property had been completed. In addition to systems for storage and retrieval of items, the project would also look at options for the disposal of property.

One of the issues being addressed in relation to call handling was the use of a single non emergency number. Norfolk had already introduced a single number and, subject to Governance Board approval, this could be extended to other counties.

A scoping paper in relation Air Operations would be completed shortly.

The Head of Crime Management reported that a further meeting had been held in respect of major crime investigation and a scoping paper was in preparation. Among the areas being considered were high tech crime, police surgeons and the possibility of a Regional Team to deal with cross border level 2 crime. The scope for collaboration in some areas was likely to be affected by national developments, such as proposals to nationalise the Witness Protection Service.

The UNISON representative referred to the impact on staff of the various projects and it was noted that the Director of Human Resources attended the Project Board for the purpose of monitoring staff issues.

Strategic Review

The Force Strategic Review Project Director reported that the first meeting of the Project Board had been held on 17 May and that Terms of Reference, the Project Initiation Document and a number of policy decisions had been agreed. Senior managers had been interviewed and a meeting with Chief Superintendents and Directors had also been held. Focus Group meetings were also being held for middle managers and Police Authority members. A Challenge Day was also to be held on 9 July.

Relevant data had been collected from a number of sources such as Forces in the most similar family and documents such as the Police Standards Unit review of devolvement. Visits were planned to a number of Forces that had carried out reviews of structure and devolvement for the purposes of comparison and these were Thames Valley, Surrey, Lancashire and Northumbria.

Emerging themes identified so far were as follows:

- strong performance/low cost;
- devolvement;
- structures/number of Basic Command Units;
- co-terminosity with districts;
- flexible working;
- opportunities presented by the wider police family;
- training;
- quality of service delivery;
- resilience;
- civilianisation/decivilianisation;
- priorities for the future;
- ability to respond to the growing culture of anti-social behaviour and violence in town centres.

Feedback from the Board would be sought on various issues as the project progressed and all staff could contribute by means of the Force Review e-mail address.

4.2 Operational

It was noted that a full review would be presented every six months when the Control Strategy was reviewed, with interim reports at three months. There was some discussion on the need to report on performance at the remaining meetings and the Head of Crime Management agreed to provide updates, bearing in mind the timing of meetings, as figures were made available on the first of the month.

5. **NOTIFICATION OF ITEMS OF OTHER BUSINESS**

The following items of other business were identified:

- police surgeons;
- progress with the new Force Management Board structure.

6. **CITIZEN FOCUS**

6.1 Community and Race Relations Issues

The Chief Constable reported that Ipswich had dealt with a series of issues in various communities in recent weeks. These had been well handled and had not led to problems but a watching brief would be maintained.

7. **OPERATIONAL POLICING – OVERVIEW**

7.1 Engaging Criminality

Southern Area

Performance had been good in Suffolk First crime categories overall, with robbery being the only area of concern. There were also some issues in specific areas, such as criminal damage in Sudbury, violence in a public place in Hadleigh and robbery in parts of Ipswich.

Western Area

There had been some public order incidents over the previous weekend but all Suffolk First crime categories were within target. Daily tasking had been successfully implemented and a number of Sector inspections had been carried out with positive results.

Eastern Area

Overall performance for May compared favourably to the same period in the previous year. There had been a slight increase in criminal damage but a reduction in terms of burglary dwelling and robbery. Vehicle crime was just over target but the overall downward trend continued. Particular effort had been put into tackling criminal damage, which would link in to the work on violence in a public place.

Operations

The main issue was that of dispatcher numbers in the control room and the Call First Project was addressing recruitment issues. The time taken to answer calls was improving but there were some concerns regarding the service to Areas from the dispatcher role. Automatic Number Plate Recognition (ANPR) was being trialed and the results would be presented to the Board following the evaluation.

Crime Management

There had been a number of serious incidents over recent weekends and there was a need to bear in mind the issue of resilience over the summer leave period. Plans were in place to deal with any fallout from Euro 2004.

7.2 Engaging Communities

The Eastern Area Operations Manager reported that the potential to convert the Child Protection Team House at Kessingland into a Police Station for the south Lowestoft area was under consideration. A business case was being prepared for presentation to the Planning Panel. In addition to providing a base for Community Police Officers in the Beccles Sector, Special Constables and a Crime Reduction Officer, there was interest from various agencies, such as the Citizen's Advice Bureau, in sharing surgery facilities.

The proposal was noted and the Chief Constable stated that it was in line with the philosophy of delivering service locally. The Facilities Manager added that the Fire Service Private Finance Initiative included premises in south Lowestoft and that this may provide an opportunity for shared facilities in the future.

7.3 Good Practice Ideas in Policing in General

The Western Area Commander reported that there had been positive feedback with regard to the Anti-social Behaviour Unit, which was being staffed by officers on restricted duties. The unit had enabled case conferences to be called more quickly and resources pooled to deal with problems at an early stage.

Based on an initiative in Ipswich for a more regular presence in upper schools, forums had been held in upper schools in the Western Area. The response had been positive and schools had made offices available for use by officers.

The Southern Area Operations Manager reported that a further £30,000 of funding had been provided following Ms Blears' visit to the South East Ipswich Community Reassurance Team. The funding would be used to provide IT solutions for the anti-social behaviour network.

The Chief Constable reported that an additional 10 Community Safety Officers were to be appointed and that these would be based in the Eastern Area.

8. **ENGAGING STAFF AND IMPROVING INFRASTRUCTURE**

8.1 Finance

The Assistant Chief Officer reported that the external audit had been completed without any problems. The roll forward budget would be completed by the Director of Finance by 15 June in readiness for early consideration of next year's budget provision. Heads of Department and Area Commanders had been consulted by the Director of Finance regarding their revenue requirements, capital plans and savings proposals for next year, with responses due by 18 June. The results of the Strategic Review would also be taken into account and options for possible savings would be presented to the Board prior to being presented to the Police Authority in September.

8.2 Human Resources

The Assistant Chief Officer reported that interviews for the post of Director of Knowledge Architecture had taken place. Of the eight candidates interviewed, two had been selected for second interviews with the Chief Constable and Deputy Chief Constable. It was hoped that the new Director would be in post by September.

The Director of Human Resources reported that a new police staff advertising form had been introduced from 1 June. The form required that any new post or variation to an existing post be put forward for consideration and comment by the Directors of Human Resources and Finance prior to approval by the relevant Chief Officer. The procedure

did not affect existing jobs but, even when readvertising a standard post, financial and structural considerations against the background of the Three Counties Collaboration Project should be taken into account in order to provide as much flexibility as possible in terms of the type of contract.

An order was about to be placed for the new Human Resources computer system. The new system was very comprehensive and would eventually link into a number of other systems such as duty management, training and health and safety.

8.3 Knowledge Management

The Programme Manager reported that changes to the audio conferencing facility now allowed for up to 25 participants as opposed to five or six with the previous system.

A number of initiatives were to be implemented in User Support to enhance the service aspects. The position after six months would be analysed against the present position and it was hoped that there would be some tangible improvements.

8.4 Support Services

Environmental Strategy – Green Travel Plan (FMB/FT/10/04)

The Facilities Manager introduced paper FMB/FT/10/04 and summarised the drivers behind the plan and increasing pressures on parking at a number of locations. Area Commanders, Heads of Department and Staff Associations had been consulted and it was intended to conduct a staff consultation. The proposed actions were considered and the following points raised:

- the timescale for action 1 would be deferred until after the staff consultation and the order of actions 1 and 2 reversed. Consideration could be given to earlier consultation at the more difficult sites;
- the issue of public transport subsidies would need further consideration. Not only were there financial and administrative issues to consider but also bus companies offered free travel to officers only if they were in uniform and were either on duty or prepared to bring themselves on duty if a problem arose;
- some of the actions were interlinked and, for example, subsidies may not be required if 'park and ride' facilities proved to be cheaper;
- car park charging and space allocation was likely to be the most contentious issue. After some discussion it was agreed that it remain on the list of actions but that the timescale would be extended;
- more could be done to promote car sharing and the concept could be extended to pool cars;
- action 11 had been added following consultation but it was felt that it could become a grievance issue. As decisions on moves and postings always took account of location, it was agreed that the action be deleted from the list;
- the issue of resource implications identified by the Director of Finance would be added to the list.

Central Procurement Unit Annual Report (FMB/FT/11/04)

Paper FMB/FT/11/04 had been circulated for information and the Director of Support Services summarised the achievements of the Procurement Unit. There was some discussion on the issue of more responsibility being transferred to Area and Departmental admin staff and, whilst this was not a problem at the present time, should the principal be extended, there may be an issue in the future.

The report was endorsed and a decision on whether the report should be submitted to the Police Authority would be taken outside the meeting.

8.5 Other Resource IssuesFuture use of Livescan (FMB/FT/12/04)

The Head of Crime Management introduced paper FMB/FT/12/04 and summarised the advantages of the system and the options to be considered. The Southern Area Operations Manager added that training had been relatively straightforward and he gave some examples of where the system had been used successfully. After some discussion it was agreed that, in addition to Ipswich, the system should be extended to Lowestoft and Bury. The Assistant Chief Officer agreed to consult with the Director of Finance to determine whether the date of April 2005 for Lowestoft and Bury could be brought forward.

Assistant
Chief Officer

Professionalising Investigation Project (FMB/FT/13/04)

Paper FMB/FT/13/04 was noted and the Head of Crime Management drew attention to the fact that there would be cost and training implications if and when the project was implemented.

9. ANY OTHER BUSINESSPolice Surgeons

The Head of Crime Management reported that problems with the recruitment and retention of Police Surgeons in the Eastern Area had resulted in a company called Medex being engaged to provide emergency cover. Due to the introduction of new contracts for General Practitioners from 1 October 2004, problems were now occurring in other Areas. Emergency cover for the whole county was being arranged with effect from October and it was proposed to go out to tender, possibly in collaboration with Essex, to have a new contract in place by 1 April 2005.

Progress with the New Structure

The Chief Constable requested views on progress with the new structure and it was noted that there had been more extensive debate than at previous meetings. The new Board replaced a range of committees and it was important that issues previously discussed in those fora were brought to the Board.

10. DATE OF NEXT MEETING

The next meeting would be held on Tuesday 6 July 2004 at 9 am in LEC 2.

FORCE MANAGEMENT BOARD

Tuesday 1 June 2004 at 9 am in LEC 2

SUMMARY OF ACTION REQUIRED

Action by	Subject	Action Required	Update Required
Assistant Chief Constable	3.1 Stop Recording	To provide an update.	Next meeting
Assistant Chief Officer	8.5 Future use of Livescan	To consult with the Director of Finance to determine whether the date can be brought forward.	Next meeting