

SUFFOLK CONSTABULARY

FORCE MANAGEMENT BOARD

Tuesday 3 February 2004 at 9.30 am in LEC3

1. ATTENDANCE

Chief Constable (Chair)
Assistant Chief Constable
Assistant Chief Officer
Eastern Area Commander/Superintendents' Association
Southern Area Commander
Western Area Commander
Head of Crime Management
Head of Operations
Director of Finance
Director of Corporate Development
Director of Support Services
Director of Human Resources
Communications Manager
Police Federation
Corporate Communications Manager
Staff Officer
Executive Services Manager
Support Admin Officer (minutes)

APOLOGIES

Deputy Chief Constable
Special Constabulary Commandant
UNISON

2. MINUTES OF MEETING HELD ON 11 DECEMBER 2003 (FMB/24/03A)

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

2.1 Body Armour

The Chief Constable asked for an update on the badging of body armour. As an update was not available the Director of Support Services agreed to investigate and e-mail members with progress.

2.2 New PDR System

The Director of Human Resources gave an update on the new PDR system and stated that the system should be implemented by 1 April 2004. Some problems have been encountered with the computer system, but these have now been overcome with the introduction of a stand-alone system. Members raised concerns over the lack of access to computers for some staff and also regarding the lack of training. A discussion followed when the Director of Human Resources agreed to check whether the training programme for all staff had been arranged.

ACTION

Director of
Support
Services

Director of
Human
Resources

3. INFORMATION UPDATE

The Chief Constable gave an update to members on various pieces of information that they may not be aware of. He referred to the quarterly reviews on Areas that had recently taken place, thanking staff for contributing to their success. It was an opportunity to not only concentrate on performance, but to pick up on any concerns staff may have. It is intended in the future to also meet staff at the smaller outlying stations. The review process will now be extended to departments and directorates on a six monthly basis, the aim being to look at what needs developing, what the problems are and what can be done to provide better support.

The Chief Constable also thanked members for the recent cross working of departments that had taken place during the investigations of major incidents that had occurred since December and recognised that some staff had been under pressure, but some good results had been achieved.

The Police Authority are planning to hold a joint Constabulary/Authority away day on the 19 March and discussions were due to be held on the content of the agenda. It was suggested that a presentation could be given on the NIM and how it fits into the planning process.

A Professional Grant Workforce Modernisation bid that was submitted for staffing the Prisoner Processing Unit (PPU) in the Southern Area was unsuccessful, although Ipswich has been successful in being short listed for their policing priorities bid, which the Southern Area Commander explained.

National negotiations on Regulation 28, the disregard to casual overtime have been taking place. Meetings with the Federation have taken place locally with an agreement being reached that those who qualify will be offered up to a maximum of 39 hours over a three year period and will be implemented through a scheme, designed to limit the impact on the organisation.

The Three Counties Collaboration Project is making slow progress. A meeting was held involving the three Chief Constables and the three Police Authority chairs when a shortlist was drawn up of the services that could be delivered in a shared way. A Scoping exercise will be carried out on four of the services to ascertain whether collaboration in these areas would be feasible. The principles have also been agreed for a Corporate Governance structure for the three counties to ensure that there is fair decision making. The Assistant Chief Officer will arrange for a written update to be provided for the next meeting. The Chief Constable explained the Three Counties Custody Project and stated that the Police Authority are holding a PFI presentation on 19 February. Arrangements would be made for the details to be circulated to members. In future this item would be a standing item and the Project Manager would be asked to attend.

Assistant Chief
Officer

Executive
Services
Manager

An update was given on the budget paper being prepared by the Director of Finance for the Police Authority setting out the service priorities for the organisation. A final decision will be taken at the next Police Authority meeting on 23 February.

4. MATTERS ARISING

4.1 Meeting Structure Update (FMB/1/04A)

The Western Area Commander stated that following the circulation of a discussion document in respect of rationalising the Force Meeting Structure, paper FMB/1/04A adds further information to the debate of how the existing Steering Groups could be rationalised into a 'First Tuesday' structure and also provides details of the savings to be made. The consultation document recommended the appointment of a Business Manager, as the key to the success of the new structure, ensuring that only essential and pertinent business was conducted,

ACTION

decisions were progressed and the management of papers occurred in accordance with the planning cycle. It is recommended that the Constabulary moves to a 'First Tuesday' meeting structure from April 2004 and that the business of all Steering Groups ceases in March 2004 accordingly. It is also recommended that the Western Area Commander, Director of Corporate Development and the Executive Services Manager consider the detailed management processes required to migrate the new structure, including the development of an Intranet site secured to attendees only. A discussion followed when it was recognised that a move towards the proposed 'First Tuesday' meeting structure would enable the board to become more strategic, although it was felt that to keep the title of Force Management Board would be more appropriate. It was agreed that the new structure would commence in April and that the Director of Corporate Development and the Western Area Commander would discuss with the Assistant Chief Officer the resourcing of the management process.

Dir of Corp Dev/
WAC/ESM

ACO/WAC/
Dir of Corp Dev

5. UPDATE ON ACPO RESPONSE TO 'BUILDING SAFER COMMUNITIES'

The Chief Constable raised for information the Green Paper 'Policing: Building Safer Communities Together' and stated that ACPO have recognised that the police service needs to become community driven rather than statistically driven. He read some extracts from the ACPO response to the green paper and stated that the main issue was strategic alliances, which he explained. The Government has also set up a committee to look at radical solutions for policing.

6. POLICE AUTHORITY MEMBER PROTOCOLS (FMB/2.04A)

The Chief Constable stated that the Best Value Improvement Plan for the Police Authority required the production of protocols concerning partnership working, the sector role and the Best Value Liaison role, to be linked to a Performance Review process for members. The Chief Constable and the Authority will base the sector relationship on a set of mutually agreed principles/protocols for working. A short discussion followed when members noted the contents of the paper and a suggestion was put forward that the relationship with Areas should also be considered.

7. KNOWLEDGE MANAGEMENT (FMB/5/04A)

The Chief Constable stated that the purpose of paper FMB/5/04A was to update members on the progress to date of the Knowledge Management Programme. It provides the background on events so far; the aims and objectives of the Programme Board; Knowledge Management in the context of Suffolk Constabulary; an outline of the proposed Departmental Structure and finally information on the role of the Director of Knowledge Architecture. Members were asked to consider the paper and to approve the approach for endorsement by the Knowledge Management Programme Board. Members discussed the use of the name Knowledge Architecture and whether it would cause confusion, but there was a consensus of opinion this would not be the case. Members agreed the proposals.

8. POLICE VEHICLE COLLISIONS/DAMAGE CAUSED TO POLICE VEHICLES (FMB/3/04A)

The Director of Support Services stated that the reduction of blameworthy collisions was contained within the action plan of the Best Value Improvement Plan, although there continues to be a high level of incidents of unacceptable and avoidable collisions and vehicle damage caused by carelessness. Generally a change of culture is needed to employ a degree of 'blame worthiness', together with a form of redress for a bad driving record. Therefore, it is recommended that approval be given for the reintroduction of a Constabulary driving permit and the principle of a penalty points system. A

ACTION

Dir of Sup Serv/
Dir of HR/
Federation

short discussion followed when approval was given in principle and the Director of Support Services agreed to discuss the finer details of the scheme with the Director of Human Resources and the Federation.

9. PERFORMANCE INDICATORS AND TARGETS FOR 2004/05 (FMB/4/04A & FMB/4A/04A)

The Director of Corporate Development stated that two separate committees of the police authority will discuss papers FMB/4/04A and FMB/4A/04A and this was the opportunity for members to comment on the targets being proposed, which he explained. A discussion followed on the six additional indicators. The Director of Corporate Development stated that figures for Anti-social behaviour would be collected from April 2004, which initiated a debate on the detection rate for intoxicating substances.

10. POLICE PERFORMANCE ASSESSMENT FRAMEWORK (PPAF)

The Director of Corporate Development explained through a presentation that the aim of PPAF is to provide rigorous and fair assessment of performance across the full range of activities carried out by the police. It will improve assessment of performance over time and in comparison with others, eg most similar forces. It is based around six outcome areas called domains, with each domain having indicators. The full framework will be introduced by April 2005. The framework is important as it clearly identifies public satisfaction and confidence as the ultimate aim of policing. It also provides a balance of crime and non crime activities, plus a balance between proactive and reactive work and builds in resource availability and how well those resources are used. PPAF measures will be the same as BVPI's and an interim framework will be used for 2004/05.

11. SUFFOLK FIRST (PPAF UPDATE)

The Director of Corporate Development explained that at the last meeting he had been tasked with updating the Suffolk First Action Plan from members' comments, which was circulated prior to the meeting. A short discussion followed when it was agreed that because of the new meeting structure agreed at item 4.1, that clarification would need to be sought from the Suffolk First Project Board on the responsibility for managing the action plan.

Dir of Corp Dev

12. IQUANTA PRESENTATION

The Director of Corporate Development gave a practical demonstration of the iQuanta system, explaining that it was an Internet based quantitative analysis tool, which can be used for reviewing performance at Force, BCU and CDRP level. iQuanta data will show the most similar forces (MSF) to Suffolk and could be made available through the Constabulary Intranet site.

13. ANY OTHER BUSINESS**13.1 No Smoking Policy**

The Southern Area Commander reported for information that as a result of a recent meeting a decision was taken to prohibit smoking in all Suffolk Constabulary Police buildings (including bar areas) from June 2004. Detainees will be allowed to smoke in their cell or the exercise yard.

14. DATE OF NEXT MEETING

The next meeting will be held on Wednesday 3 March 2004 at 9.30 am in LEC2 and will be chaired by the Deputy Chief Constable.

FORCE MANAGEMENT BOARD

Tuesday 3 February 2004 at 9.30 am in LEC3

SUMMARY OF ACTION REQUIRED

Action by	Subject	Action Required	Update Required
Director of Support Services	2.1 - Body Armour	To e-mail members details of the progress made on badging of body armour.	No
Director of Human Resources	2.2 - New PDR System	To check whether the training programme for all staff has been arranged.	Yes
Assistant Chief Officer	3 - Three Counties Project	To arrange for a written update for the next meeting.	Next Meeting
Executive Services Manager		To ensure that the subject is a standard item on future agendas and that the Project Manager attends for the appropriate part of the meeting.	No
Director of Corporate Development/ Western Area Commander/ Executive Services Manager	4.1 - Meeting Structure	To consider the detailed management processes required to migrate the new structure.	No
Assistant Chief Officer/ Western Area Commander/ Director of Corporate Development		To discuss the resourcing of the management process.	No
Director of Support Services/ Director of Human Resources/ Federation	8. - Police Vehicle Collisions/Damage caused to Police Vehicles	To discuss the finer details of driving permit and penalty points system.	Yes
Director of Corporate Development	11 - Suffolk First	To seek clarification from the Suffolk First Project Board on the responsibility for managing the action plan.	Yes