

SUFFOLK CONSTABULARY

FORCE MANAGEMENT BOARD

Tuesday 4 May 2004 at 9 am in LEC 2

1. ATTENDANCE

Chief Constable (Chair)
Deputy Chief Constable
Assistant Chief Constable
Assistant Chief Officer
Southern Area Commander
Western Area Commander
Eastern Area Commander
Head of Operations
Head of Crime Management
Force Strategic Review Project Director
Special Constabulary Commandant
Director of Corporate Development
Director of Human Resources
Director of Support Services
Director of Finance
Programme Manager
Corporate Communications Manager
Three Counties Collaboration Project Manager
Police Federation
UNISON
Staff Officer
Executive Services Manager
Director of Intelligence (for item 4.2)
Principal Analyst (for item 4.2)
Committee Clerk (Minutes)

APOLOGIES

There were no apologies for absence.

2. MINUTES OF MEETING HELD ON 6 APRIL 2004 (FMB/FT/4/04)

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

3. MATTERS ARISING

3.1 Customer Care Action Plan (FMB/FT/5/04)

The Director of Corporate Development reported that a meeting had been held to discuss the Implementation Plan and the first version had been circulated as paper FMB/FT/5/04. The Implementation Plan would evolve as issues were progressed and the Force Management Board would be kept informed of changes. The plan would be presented to the Best Value Committee on 14 May.

There was some discussion on the plan and the following points were noted:

ACTION

- it would be useful to include aspirational targets as well as targets that could be realistically achieved;
- it was questioned whether responding to calls and responding to victims should be identified as areas for improvement;
- the question of whether reference should be made to the provision of resources by the Police Authority would be raised at the Best Value Committee meeting on 14 May.

3.2 Prioritisation of Knowledge Architecture Programme

The Assistant Chief Officer reported that a meeting had been held to discuss priorities. A figure of £250,000 had been included in the capital programme but the Strategic Review could impact on requirements. The Programme Manager stated that it had been agreed that priorities would be based on the following four elements of the IS/IT Strategy:

- Remote working. A consultant was to be engaged to address the issue of what arrangements were required;
- Case work. A specialist would be engaged to write a specification;
- Intranet. Further development would be funded through the revenue budget;
- Single gazetteer. A scoping exercise would be carried out.

It was noted that the post of Director of Knowledge Architecture had been advertised.

The Chief Constable reported that the Efficiency Plan had been presented to the Planning Panel on 30 April and had been wholly based on non cash savings. The Director of Finance added that the Planning Panel had welcomed the opportunity to be involved in the process and a rigorous debate had taken place. It was likely that efficiency savings of 1.2% would be required in the following year. It was agreed that the plan be circulated with the minutes.

Committee
Clerk

4. **STRATEGIC ASSESSMENT AND CONTROL STRATEGY**

4.1 Corporate

Accommodation

The Chief Constable reported on progress with accommodation issues. Premises had been leased in Bury and Martlesham Heath to ease Bury and Headquarters accommodation problems and two units had been leased in Needham Market to accommodate the Project Teams. Leasing arrangements on the Needham Market premises were flexible and there was potential for growth if required.

Negotiations were proceeding with Ipswich Borough Council regarding the Ipswich development and a further meeting was to be held that afternoon to consider the options available. The Southern Area Commander reported that, as an interim measure, additional accommodation had been secured in the Crown Court.

Baseline Assessment

The Baseline Assessment assessed all areas of activity across the Force and the results had been very positive. With the exception of call handling, the majority of activities had been assessed as 'good' or 'very good'.

Collaboration

The Three Counties Collaboration Project Manager reported that Suffolk had taken the lead in looking at collaboration on procurement. Three Forces were involved at present but it was likely that a further three would join the project. The work was expected to be completed in July 2004.

The outline business case for the custody project had been submitted to the Home Office. Resources had been allocated on a full time basis and a User Group had been established.

An unofficial response had been received from Norfolk with regard to the draft paper on Air Support. A decision would be dependent on the two Police Authorities and the Director of Finance reported that a paper listing the options was in preparation.

The Head of Crime Management stated that there was nothing to report at the present time in respect of major crime investigation but that a further meeting was to be held on 23 May.

There were some significant advantages to be gained by collaborating on fleet issues, which included related services such as mail deliveries, and a response was expected in June or July.

Strategic Review

The Force Strategic Review Project Director reported that the Project Team had moved into premises in Needham Market. Terms of reference had been approved and he summarised the issues to be addressed as follows:

- reviewing roles and responsibilities and the effectiveness of structures at Departmental, Area, Sector and District level;
- focusing on key drivers such as the Police Performance Assessment Framework (PPAF) and National Intelligence Model (NIM);
- sources such as the Baseline Assessment and iQuanta data would be used to identify examples of good practice;
- comparisons would be made both with similar Forces and other Forces in the Region;
- weaknesses in performance would be highlighted, except where already the subject of a separate project;
- the management of growth and change and how it was managed in other Forces;
- centralisation versus devolvement;
- interaction with organisations in the wider police family.

Chief Officers, Heads of Department and the Chair of the Police Authority would be interviewed and workshops arranged for other groups within the organisation. There would be a briefing for Directors and Commanders on 10 May and monthly Board meetings would commence on 17 May. Comments on the review could be submitted via a 'Force Review' e-mail address and publicity would be issued once IT links had been established. Findings would be brought to the Force Management Board for ratification and the final report was due to be

completed by 5 November 2004.

4.2 Operational

Strategic Assessment

Full Strategic Assessments were produced every six months and used to identify priorities for inclusion in the Control Strategy. The assessment for April 2004 had been circulated and the Principal Analyst gave a presentation summarising the main areas covered, these being domestic burglary, violent crime, Class A drugs, anti-social behaviour, vehicle crime and terrorism. Local issues highlighted were road traffic accidents, where there was potential for reduction, and criminal damage, a significant amount of which occurred in the same areas as violent crime. The key threats based on the assessment were considered to be violent crime and Class A drugs.

The Director of Intelligence stated that the national recommendation was that the control strategy contain no more than three or four areas as any more would result in resources being spread too thinly. From the areas selected, it might then be appropriate to focus on one key area. It was noted that additions were made to the control strategy at Area level but that these should not impact on the key Force issues.

The Southern Area Commander referred to paper FMB/FT/7/04 which addressed the relationship between alcohol and violent crime. A campaign was to be launched nationally to coordinate the work of various agencies in tackling alcohol related crime and he therefore proposed that anti-social behaviour and violent crime in a public place should be priorities in the Control Strategy.

After some discussion the proposal to focus on one primary area was accepted but it was agreed that this should not detract from other Control Strategy areas. Violent crime in a public place was identified as the primary focus with other violent crime also being included within the Control Strategy. Domestic Burglary and Class A drugs were also proposed for inclusion. It was not felt necessary to include road traffic accidents as casualty reduction would be a priority for Traffic unless tasked to deal with other issues by Area.

There was some discussion on reassurance and accountability and it was agreed that a brief update from the Assistant Chief Constable at each meeting on what had been achieved would be sufficient for the purposes of the Force Management Board. The Deputy Chief Constable would also provide brief updates following quarterly meetings with Heads of Departments.

The Chief Constable reported that the Suffolk Constabulary Dog Section had recently gained first place in the national championships.

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

No items of other business were notified.

6. **CITIZEN FOCUS**

6.1 Community and Race Relations Issues

The Assistant Chief Constable reported that Stop Search recording was at an early stage and an update would be provided at the next meeting.

6.2 Integrity Monitoring

The Deputy Chief Constable reported that there had been a 28% increase in the number of complaints during the last year and a slight upward trend since 1999/2000. No specific issues could be identified

Assistant
Chief
Constable

but there was a link to customer care.

7. OPERATIONAL POLICING

7.1 Engaging Criminality

Alcohol Misuse Enforcement Campaign (FMB/FT/7/04)

This had been discussed under item 4.2 of the agenda.

Operation Taurus

The Southern Area Commander reported on an operation to target all known Class A drug dealers in the Ipswich area, which had had a significant impact on volume crime. The possibility of extending the approach to the whole of the South East Region had been discussed in view of the effect of proximity to London.

7.2 Engaging Communities

South East Ipswich Community Reassurance Team

The Southern Area Commander reported that the launch had been well attended and he had written personally to thank the four main sponsors for their support. However, reporting of the event by the media had been disappointing. Fortnightly tasking meetings would be held and there had already been an increase in visibility in the area. Ms Blears would be visiting the team on 6 May.

8. ENGAGING STAFF AND IMPROVING INFRASTRUCTURE

8.1 Finance

No issues were raised under this item.

8.2 Human Resources

No issues were raised under this item.

8.3 Knowledge Management

No issues were raised under this item.

8.4 Support Services

The Director of Support Services reported that Narrowing the Justice Gap targets for the previous year had been met but that the target for the current year had increased significantly. Information available to date indicated that the target for persistent offenders had been met as had the majority of other targets. The final report would be circulated when available.

The Chief Constable reported on work being carried out at Woodbridge in respect of forms and what changes could be introduced to speed up processes. The work would eventually be extended to include the Criminal Justice Units and court processes.

8.5 Other Resource Issues

No issues were raised under this item.

9. ANY OTHER BUSINESS

No items of other business were raised.

10. DATE OF NEXT MEETING

The next meeting would be held on Tuesday 1 June 2004 at 9 am in LEC 2.

Director of
Support
Services

FORCE MANAGEMENT BOARD

Tuesday 4 May 2004 at 9 am in LEC 2

SUMMARY OF ACTION REQUIRED

Action by	Subject	Action Required	Update Required
Committee Clerk	3. Matters Arising	To circulate the Efficiency Plan with the minutes.	No
Assistant Chief Constable	6.1 Community and Race Relations Issues	To provide an update on Stop Search recording.	Next meeting
Director of Support Services	8.4 Support Services	To circulate the final report on Narrowing the Justice Gap targets when available.	Next meeting