

**SUFFOLK CONSTABULARY**

**FORCE MANAGEMENT BOARD**

**Tuesday 6 April 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  
Operations Manager, Western Area  
Special Constabulary Commandant  
Director of Corporate Development  
Director of Human Resources  
Director of Support Services  
Director of Finance  
Communications Manager  
Corporate Communications Manager  
Three Counties Collaboration Project Manager  
Police Federation  
UNISON  
Staff Officer  
Executive Services Manager  
Chief Inspector, NIM Project (for item 5.2)  
Principal Analyst (for item 5.2)  
Committee Clerk (Minutes)

**APOLOGIES**

There were no apologies for absence.

**2. INTRODUCTION TO THE NEW PROCESS**

The Chief Constable opened the meeting and stated that the aim of the new process was to streamline the way in which business was conducted. The agenda had been designed to conform to the PPAF framework but would remain flexible.

**3. MINUTES OF MEETING HELD ON 3 MARCH 2004 (FMB/9/04)**

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

**4. MATTERS ARISING**

**4.1 Suffolk First**

The Deputy Chief Constable reported that a final meeting of the Suffolk First Project Board had been held and it had been agreed that no changes would be made to Suffolk First for the current financial year. The Action Plan had been revised in accordance with the PPAF domains and future management of the Action Plan would be the responsibility of the Force Management Board.

**ACTION**

#### 4.2 Police Vehicle Collisions

The Director of Support Services reported that the issue of blameworthy collisions had been discussed with representatives of the Police Federation. It was likely that a system of permits and penalty points would be introduced and that the Department concerned might also be asked to make a contribution to the cost of repairs. The aim was to discourage officers from taking unnecessary risks. It was agreed that UNISON should be involved in the discussions but it was noted that very few blameworthy accidents involved Police Staff.

### 5. **STRATEGIC ASSESSMENT AND CONTROL STRATEGY**

#### 5.1 Corporate

The Chief Constable stated that the baseline assessment would be reported to the Police Authority on 23 April. Although some of the targets for the previous year had not been met, performance had in general been good. The budget for the current year was sufficient to continue as planned but there would be a significant shortfall in the following year. The Western Area Commander would be undertaking a review of the organisation as a whole and would report on findings in September.

#### Three Counties Collaboration

The Three Counties Collaboration Project Manager reported on progress. Since the previous meeting it had been agreed not to proceed with Firearms Licensing and to include Property instead. All three counties had significant storage problems and the differing methods of recording and retrieval would need to be addressed. Further discussion in relation to call handling had identified a number of areas for further work such as standard operating procedures and questions.

The outline Business Case in respect of Custody had been submitted to the Home Office and the specification was being drafted. Each Force would have its own User Group and the Suffolk User Group would be led by the Western Area.

There was scope for significant savings in relation to Procurement and six counties were collaborating. Four counties were collaborating on Fleet issues with the aim of using the same models of vehicle for particular purposes. A scoping paper relating to Air Operations had identified significant savings by sharing an aircraft with Norfolk.

The Head of Crime Management reported on progress with regard to Major Investigations and stated that it had been agreed to extend the scope to all crime areas and 18 areas had been listed for further discussion.

#### Strategic Review

The Western Area Commander would be conducting a strategic review of service delivery in terms of staffing, structure and funding. The project start date would be 19 April and Board Members would have the opportunity for personal input at an early stage. There was some discussion on the aims of the project and it was noted that the intention was to identify ways in which service delivery could be improved rather than reducing costs.

It was agreed that the Strategic Review would be a standing item on future agendas. Staff would be kept informed by means of newsletters and an article on the review would be included in the Suffolk First magazine.

5.2 Operational

The Chief Inspector, NIM Project and Principal Analyst gave a presentation on the Strategic Assessment process and the Control Strategy. The Strategic Assessment provided a picture of crime and disorder across the force, how it was changing and how it might change in the future. Based on that, the Control Strategy outlined the priorities for intelligence, prevention and enforcement.

The NIM cycle was based on six month timeframes and the Principal Analyst illustrated the process by reference to the last two Tasking meetings. Improvements or reductions against a range of Suffolk First Indicators had been assessed and emerging trends identified.

6. **CITIZEN FOCUS**6.1 Customer Care Update

The Director of Corporate Development stated that Home Office Guidance had been issued with regard to the PPAF Citizen Focus domain and there was a requirement to undertake between 3000 and 3500 telephone surveys per year. The use of an outside agency was being considered, subject to cost, in collaboration with three other Forces.

The Southern and Eastern Area Commanders agreed to assist the Director of Corporate Development in preparing an Action Plan for the next meeting. The Action Plan would be presented to the Best Value Committee in May and it was agreed that the Chair of that committee be invited to the next meeting of the Board.

Director of  
Corporate  
Development  
Southern and  
Eastern Area  
Commanders

7. **OPERATIONAL POLICING**7.1 Engaging Criminality

The Assistant Chief Constable referred to the work previously undertaken by the Community and Race Relations Steering Group and stated that those issues should be encompassed in all future discussions in relation to operational policing. He summarised the end of year performance figures and Area Commanders gave an overview of their respective Areas. A number of targets had not been met but it was noted that considerable efforts had been made towards achieving targets and most crime trends had been reversed in the second half of the year. There was some discussion on the tendency for events to increase during the summer months and it was questioned whether the level of leave allowed during that period should be reviewed.

7.2 Engaging CommunitiesNew Community Reassurance Team for South East Ipswich

The Southern Area Commander stated that South East Ipswich presented the greatest challenge in respect of the level of anti-social behaviour. The community, Ipswich Borough Council and local businesses and schools had supported the creation of the Community Reassurance Team, which was to be launched on 19 April. Good partnership arrangements existed within the area and the creation of the Prisoner Processing Unit and the CSO posts had enabled resourcing requirements to be met. The Chief Constable stated that the initiative was an example of good partnership working and could become a model for other CDRPs.

7.3 PSU Selection of Stoke Community for Policing Priority Area

The Southern Area Commander reported that the Stoke community had been selected as one of 14 Policing Priority Areas around the country.

been selected as one of 14 Policing Priority Areas around the country and had been proposed on the basis of the high volume of Suffolk First crime. The project would commence in September for a period of 12 months.

The Assistant Chief Constable referred to Recommendation 61 of the Stephen Lawrence Enquiry, which required that a Stop Search form be completed for every encounter. He emphasised the need for a coordinated approach to ensure that the implementation of the recommendation did not have a negative impact.

## 8. ENGAGING STAFF AND IMPROVING INFRASTRUCTURE

### 8.1 Finance

The Director of Finance gave an overview of the capital and revenue budgets and stated that a shortfall of £6.5m was expected over the next three years. The capital programme over the next six years was the most extensive the Force had undertaken.

The Assistant Chief Officer stated that the budget presented a significant challenge but that planning should continue as normal during the Strategic Review Project. The Deputy Chief Constable added that the Board would be responsible for the management of the budget and monitoring expenditure.

### 8.2 Human Resources

#### Report on Stress Audit

Mr Preston of Clarion reported on the results of the Stress Audit. He outlined the principles of the questionnaire and scoring system and stated that there had been a 61% response rate. The top five scores had been consistent with other public sector organisations and not enough time to do the job had received the highest score. Bullying and discrimination had received the lowest score and, when this was broken down into areas and departments, the score remained in the bottom five. The next stage would be to look at the results at departmental and group level and the report contained suggestions on how to address any problems identified. The Director of Human Resources would distribute copies of the report and discuss with each department how best to deal with any issues raised.

#### Part Time Working

The Superintendent Western Area stated that a recent request to work part time had prompted a review of the situation across the Force and he tabled a paper detailing the current position. Whilst flexible working was encouraged, there was a need to balance this with the needs of a 24 hour service.

There was some discussion on the issue and it was noted that, whilst there was a legal requirement to consider each request on its merits, requests could be refused. It was agreed that the Deputy Chief Constable and the Director of Human Resources would discuss the issue further with a view to guidance being produced. In the meantime, applications already submitted would continue to be processed on a case by case basis.

#### New PDR Process

The Superintendent Western Area stated that the new PDR process was well supported. However, there were concerns with regard to the level of evidence that would be available retrospectively and timescales, bearing in mind that some supervisors would have more to

complete than others. The concerns were noted and it was accepted that evidence would not be as detailed as might be expected in subsequent years. The first year would be a learning experience but it was nevertheless important to complete the process as well as possible within the timescale.

### 8.3 Knowledge Management

#### Prioritisation of Knowledge Architecture Programme (FMB/FT/1/04)

The Communications Manager introduced paper FMB/FT/1/04 and explained the difficulty in devising a scoring method by which priorities could be set. After some discussion it was agreed that the Assistant Chief Officer would chair a small group to agree priorities and report back at the next meeting. It was accepted that it might be necessary to modify priorities on completion of the Strategic Review.

Assistant  
Chief Officer

### 8.4 Support Services

The Director of Support Services reported that targets in respect of Narrowing the Justice Gap had been substantially exceeded and that consequently stricter targets had been set for the coming year. It was likely that in future there would not be a Home Office definition of 'persistent offender' but a local definition was in place. The range of anti-social behaviour offences had increased and would present a challenge during the summer months. Additional funding had been allocated for the replacement of vehicles but may not be fully utilised until later in the year when progress had been made with collaboration. Accommodation and estates issues were progressing well but there would be a need to consider the impact that resource decisions might have on accommodation.

### 8.5 Other Resource Issues

#### Management and Co-ordination of Special Projects (FMB/FT/2/04)

The Director of Corporate Development stated that, with the increasing number of special projects, there was a need for co-ordination. It was proposed that a Special Project Officer co-ordinate the work of individual Project Managers and at the same time take responsibility for a number of projects. After some discussion the proposal was ratified subject to review following the Strategic Review Project.

#### Assets Recovery: Incentive Scheme for the Police Service 2004-5 and 2005-6

The Head of Crime Management stated that the scheme had been announced subsequent to the budget being agreed and had consequently been brought to the Board for agreement on resourcing and funding. There was some discussion on the returns that might be expected and the likelihood of this sustaining the increased resources. The proposals were accepted with the provision that the additional posts would not continue beyond the end of the financial year if not justified by returns.

## 9. ANY OTHER BUSINESS

### 9.1 Conversion of Supervisory Posts

The issue of staffing of Resource Centres had been discussed at the last meeting of the Operational Commanders Steering Group and it had been proposed that supervisory posts be achieved by conversions rather than additional posts. The proposed conversions were as follows:

- Constable post to Sergeant – Regional Intelligence Unit (Suffolk First post)
- Constable post to Sergeant – CMD On Line Investigation Team (transfer from Area)
- two Southern Area Constable posts to Southern Area Sergeant posts
- Southern Area Constable post to Detective Inspector Southern Area
- two Constable posts to Inspector – Resource Centres
- Constable Financial Investigator to Sergeant Financial Investigation – CMD

The above structure was approved, with the exception of the Resource Centre Constable to Inspector posts which were still to be agreed. The situation with regard to the number of officers qualified for promotion and forthcoming retirements was noted.

#### 9.2 Bid for CSOs

The Chief Constable reported that a bid had been submitted for a further 15 CSOs to be based in Felixstowe and Lowestoft. A full evaluation of the Ipswich CSOs had not yet been completed but the initial findings were that the posts had enhanced the visible presence. The Southern Area Commander added that the report on the first stage of the evaluation, which was self evaluation, had just been completed.

#### 9.3 Civilian Investigators

The Southern Area Commander reported that five Civilian Investigators had taken up posts in the Prisoner Processing Unit.

#### 9.4 Suffolk First Magazine

The Corporate Communications Manager reported that work had commenced on the next edition of the Suffolk First magazine. The focus would be on quality of service and he requested that members notify him of any suitable material.

### **10. DATE OF NEXT MEETING**

The next meeting would be held on Tuesday 4 May 2004 at 9 am in LEC 2.

**FORCE MANAGEMENT BOARD**

**Tuesday 6 April 2004 at 9 am in LEC 2**

**SUMMARY OF ACTION REQUIRED**

<b>Action by</b>	<b>Subject</b>	<b>Action Required</b>	<b>Update Required</b>
Director of Corporate Development Southern and Eastern Area Commanders	6.1 Customer Care Update	To prepare an Action Plan.	Next meeting
Assistant Chief Officer	8.3 Prioritisation of Knowledge Architecture Programme	To chair a group to agree priorities.	Next meeting