

## Devon and Cornwall Police Authority

### MINUTES

A meeting of the **Strategic Planning and Co-ordination Committee** was held on Friday 11 March 2011 in the Conference Room, Endeavour House, Woodwater Park, Exeter starting at 10.00 hrs.

#### Present:

Chairman: Mr M Bull

Members: Mr B Greenslade, Mr D Money, Mrs J Owen, Mr B Preston, Mrs L Price, Mrs L Williams.

Also present: Mrs L Dunn - observer.

#### Police Authority

Ms S Howl (Chief Executive), Mr D Walton (Treasurer), Mr D Wilkin (Independent Assessor), Mrs G Clifton (Committee and Meetings Services Officer).

#### Constabulary

Group Commander C Bridgeman (seconded from Devon & Somerset Fire Service), Mr C Haselden (Director of HR) – item 9 only, Deputy Chief Constable S Sawyer, Mr S Vry (Strategy Delivery Director) – items 8 and 10 only.

*NB the minutes reflect the order in which the items were discussed rather than the order on the agenda.*

#### 23. Apologies for Absence

Apologies had been received from Chief Constable S Otter.

#### 24. Declarations of Interests

There were no declarations of interest in respect of any agenda item.

#### 25. a) Items Requiring Urgent Attention

Having regard to the special circumstances pertaining in this matter –namely the need for a decision forthwith to approve funding to a national organisation to communicate details of the introduction of the Police and Crime Commissioners Bill – that this should be considered at the meeting as a matter of urgency.

#### 25 b) Items to be taken under Urgency Procedures that require a decision but cannot wait until the next meeting of the relevant committee.

There were no items submitted under urgency procedures

#### 26. Minutes and Actions of the Last Meeting

Minute 12 Resolution (iii) to be amended to read: "That the comprehensive pay, reward and recognition strategy will be developed in force and the procurement exercise would include expertise to support the JE element of the strategy."

**RESOLVED** that the minutes of the meeting held on 11<sup>th</sup> February 2011 be approved subject to the above amendment.

The Chair announced that item 9, a closed item, would be heard next.

**RESOLVED** that the agenda item detailed in the table below be considered as a closed item.

9	<b>Pay and Reward and Strategic Requirements for Job Evaluation Procurement</b>	Local Government Act 1972 as amended by the Local Government (access to information Act)1985	Schedule 12A, Paragraph 3. Information relating to financial or business affairs of any particular person (including the authority holding that information).
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**27. Pay and Reward and Strategic Requirements for Job Evaluation Procurement**

The report outlined the pay and reward strategic requirements for Job Evaluation Procurement. Issues discussed during consideration of this item included:

- The current pay and reward structure does not meet the full JE procurement requirements. The proposed strategy was broader than just JE it included career progression etc. Although the Force had experience of constructing such a strategy and pay structure it was important that the strategy and mechanisms should reflect latest best practice and to this end additional expert support was sought. It was confirmed that the strategy would be constructed in-house.
- If the Winsor review imposes a national structure there would still be a need to be able to position staff within the structure but the pay and reward element would not then be necessary. Consequently the procurement document would not be signed off until the outcome of the Winsor review in this respect is known; Part 2 of the Winsor review is expected at the end of June 2011.
- The Hutton report released on the 10<sup>th</sup> March contained proposals that would have a significant impact on police officer pensions. The compulsory retirement age for Federated ranks might rise from 55 to 60 years of age and changes might be made to the length of service for a full pension. Some changes might also affect police staff pensions.
- The Winsor review proposes possible voluntary redundancy arrangements for police officers and that the A19 decisions should consider expertise and performance issues. Expertise is already considered to some degree.
- There was concern that requirements for the procurement had expanded. It was confirmed this was not the case. When JE is implemented it needed to be in the context of a full strategy and this had always been envisaged.
- The draft procurement document states that contracts would be signed after the Winsor position on a national pay and grading structure is known, although the JE element would continue in any event.
- There was concern that the Hutton review did not include a timetable and that waiting for its results could delay the process.
- The budget was being re-evaluated to estimate the impact of the proposed withdrawal of certain allowances and the proposed increase in payments for night work for police officers.
- An update on the impact of the Winsor and Hutton reviews would be provided to the seminar on 25<sup>th</sup> March 2011.

**RESOLVED** (i) to agree the key pay and reward strategic requirements for the job evaluation procurement subject to any impact arising from the Winsor or Hutton reviews.  
(ii) further information on the Winsor and Hutton reviews to be presented to the seminar on 25<sup>th</sup> March 2011.

It was recommended that the press and public be re-admitted for agenda items 5 and 6.

**RESOLVED** that agenda items 5 and 6 be considered as open.

## 28. Local Policing Plan 2011-12

This report presented the final draft of the forthcoming year's Policing Plan for members' consideration. Issues discussed included:

- The plan was designed to be a web based document and would not be published in hard copy.
- A small working group had fed back comments on the previous draft but the main issues had not been addressed. The text was very small, coloured and printed over pictures making it difficult to read the document on screen. To get the print to a readable size most of the page was lost.
- It was not apparent from the document what it was intended to achieve.
- The plan was too long at 48 pages with no index to identify what was included. There were too many words and long sentences with a lot of unexplained jargon. Some of the phrases were considered unprofessional.
- The images used portray reasons to fear crime rather than the opposite in a low crime area.
- Members had many more comments, too many to go into detail in this forum.
- The Chairman had only been consulted over the foreword in the last few days. The draft was unacceptable and many changes were proposed. The Chairman required sight of the amended version before he would be willing to sign up to it.
- The Committee agreed that it would not approve the plan in its current state. If necessary the statutory elements of the plan could be published by the deadline and the non statutory components discussed further at the next meeting of this Committee on 25<sup>th</sup> March. The general feeling was that the plan needed a fundamental re-think on both its presentation and content before the Authority could approve it.

**RESOLVED** that an amended version of the draft plan would be presented to the Strategic Planning and Co-ordination Committee on 25<sup>th</sup> March 2011.

## 29. Update in Respect of Trade Union and Staff Consultation

This report updated the Committee of active consultation with Trade Unions by the Force in respect of workforce reviews. The purpose of these reviews is to ensure that there is honest, meaningful and lawful consultation as the Force seeks to reduce by 500 police staff posts or the financial equivalent. Issues discussed during consideration of this item included:

- At the Police Authority meeting on 18<sup>th</sup> February it was delegated to the Strategic Planning and Co-ordination Committee the authority to receive, consider and approve proposals for the adjustment of the civilian police staff establishment within the overall workforce budget.
- A staff consultation sub-committee attended by Cllr Greenslade was set up to have a clear understanding of who is consulted with and to provide complete transparency. The group was due to meet again on 29<sup>th</sup> March and 14<sup>th</sup> April and any member was welcome to attend. It was felt essential that a member should attend these meetings; the Chair agreed to attend the meeting on 29<sup>th</sup> March.
- A force-wide message had been disseminated to senior managers with Frequently Asked Questions to cascade to staff along with where, when and whom will be reviewing their roles.
- The Programme Board will decide when to start the 90 day formal consultation period that is a legal requirement. It would be necessary to start no later than 31<sup>st</sup> March 2011 to ensure sufficient time for staff to leave by the 31<sup>st</sup> October to satisfy budget requirements. A further report would be brought to the meeting on 25<sup>th</sup> March.

**RESOLVED** (i) to note the update;  
(ii) to note that the Chair of HR and/or Resources Committee are invited to attend the Force Joint Management and Staffside Consultative Sub-committee.  
(iii) that the Chair of SPCC would attend the sub-committee on 29<sup>th</sup> March.

### 30. Consideration to Exclude the Press and Public

**RESOLVED** that the agenda items detailed in the table below be considered as closed items.

Agenda Item	Report Title	Relevant Act	Relevant Section
8	2012 Change Programme Update	Local Government Act 1972 as amended by the Local Government (access to information Act)1985	Schedule 12A, Paragraph 4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
10	DCPA Strategic Review	Local Government Act 1972 as amended by the Local Government (access to information Act)1985	Schedule 12A, Paragraph 4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

### 31. 2012 Change Programme Update

The report provided an update in respect of the Force 2012 Change Programme including Blueprint. Issues discussed during consideration of this item included:

- The highlight report incorporated all aspects of the 2012 Change Programme giving a red, amber, green status to each business area.
- The key priority was to be ready for the 'live' date of 20<sup>th</sup> May 2011. Two main risks had been identified:
  - i. Potential demand in the call centre - a desk top exercise was being arranged.
  - ii. Resource deployment - which was being finalised in consultation with the Police Federation.
- The review of police staff numbers was a financial risk; the reviews would be scheduled next week. All parts of the business were to be reviewed.
- The NPIA national procurement framework for digital interview recording equipment had been delayed but has now been awarded. A joint mini-procurement with other four forces in SWPAJC through the NPIA framework had commenced, the contingency in the event of this failing to find a compliant bid is to undertake a local procurement (in this case other SWPAJC forces will be offered the opportunity to join this).
- There was concern that, although the MASH development had a 'green' status it was not yet known how many staff would be needed to run the function.
- The HR delivery team had obtained extra resources and capability; it was expected that 'People Management Processes' business area would be green status shortly. Some modelling was required on the freeing of capacity from the transition process and the impact on staff.
- The culture of an organisation could not be changed overnight; long term leadership development was required.

**RESOLVED** (i) to note the update in respect of activities within the 2012 Change Programme;

- (ii) to note the latest 2012 Change Programme highlight report as shown in Appendix A;
- (iii) to note and approve the technical delivery milestones for the technology implementations included in the 2012 Programme

### 32. Devon and Cornwall Police Authority Strategic Review

This was an oral update on the incorporation/development of recommendations from the recent DCPA Strategic Review. Issues discussed during consideration of this item included:

- The Force had found the Strategic Review document invaluable and the feedback from staff and stakeholders very helpful.
- Work would be done by the Corporate Governance Committee to develop an integrated assurance structure for Police Authority non executive participation in programme boards to improve and speed up communication between the Authority and the Force.
- It was agreed that the Chief Executive and the DCPA Independent Assessor would discuss the recommendations further with a nominated member of the Force.

- RESOLVED**
- (i) Work would be done by the Corporate Governance Committee to develop an integrated assurance structure for Police Authority non executive participation in programme boards.
  - (ii) the Chief Executive and the DCPA Independent Assessor would discuss the recommendations further with a nominated member of the Force.

### 33. Urgent Item

This was raised as an urgent item due to the need for a decision forthwith to approve funding to a national communications organisation to provide the dissemination of factual, existing information as the Police Reform and Social Responsibility Bill progresses through Parliament. This national organisation will be working in conjunction with Campaign Against the Politicisation of Policing (CAPP).

Issues discussed during consideration of this item included:

- The Chair had received a direct approach as Chair of the Devon and Cornwall Police Authority to join CAPP.
- The requested funding is for a sum of between £2,500 and £3,000.
- The Treasurer advised that the draft Code of Practice states that authorities "should not incur any expenditure in retaining the services of lobbyists for the purposes of the publication of any material designed to influence public officials, members of parliament political parties or the government to take a particular view on any issue"
- The proposal is about providing communication advice and not direct lobbying against Government policy.
- Some concerns were raised about justifying this sort of expenditure of public money to support what may be perceived to be a lobbying organisation.

- RESOLVED**
- (i) that dependent upon sufficient total funding being raised from other police authorities ,Devon and Cornwall Police Authority contributes a maximum £3,000 towards the dissemination of factual information through a national communications organisation
  - (ii) That the national communications organisation agrees to adhere to the Code of Practice on Local Authority Publicity

*(NB Mrs Williams and Mrs Price abstained from voting on this resolution)*

There being no other business the meeting closed at 12.25hrs.