

**Devon and Cornwall Police Authority**

**MINUTES**

A meeting of the **Strategic Planning and Co-ordination Committee** was held on Wednesday 16 November 2011 in the Conference Room, Devon and Cornwall Police Authority, Endeavour House, Woodwater Park, Exeter, starting at 14.30hrs.

**Present:**

Chairman: Mr M Bull.

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

**Police Authority**

Ms S Howl (Chief Executive), Mr D Walton (Treasurer), Ms J Hall-Williams (HR Advisor), Mr D Eaton (Meetings Administrator).

**Constabulary**

Chief Constable S Otter, Mr S Sawyer (Deputy Chief Constable), Mr M Stamp (Director of Legal Services) for Item 6, Mr S Vry (Strategy Delivery Director).

**91. Apologies for Absence**

There were no apologies for absence.

**92. Declarations of Interest**

There were no declarations of interest.

**93. Items Requiring Urgent Attention**

There were no items requiring urgent attention.

**94. Minutes and Actions of the Last Meeting**

**RESOLVED** to approve the minutes of the meeting of 6 May 2011.

to approve the minutes of the meeting of 16 September 2011.

**95. Consideration to Exclude the Press and Public**

**Closed Items** (Items which may be considered by the Authority with only members of the Police Authority, appropriate Officers and experts advisors present, on the grounds that exempt/confidential information may be disclosed)

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

<b>Agenda Item No</b>	<b>Minute No</b>	<b>Report Title</b>	<b>Relevant Act</b>	<b>Relevant Section</b>
<b>6</b>	<b>96</b>	<b>Regulation A19 Update Report</b>	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.
<b>7</b>	<b>97</b>	<b>Update on the Devon and Cornwall Constabulary Change Programme</b>	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.
<b>8</b>	<b>98</b>	<b>Job Evaluation Project Update</b>	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.
<b>9</b>	<b>99</b>	<b>Chief Officer Group Review</b>	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.

<b>10</b>	<b>100</b>	<b>Chief Constable Appointments</b>	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.
<b>11</b>	<b>101</b>	<b>Member Attendance Analysis</b>	Local Government Act 1972 as amended by the Local Government (access to information) Act 1985	Schedule 12A, paragraph 2, information which is likely to reveal the identity of an individual.

#### **96. Implementation of A19 Update Report**

The Director of Legal Services highlighted a number of detailed issues, relating to the operation of the Regulation.

**RESOLVED** to note the contents of this oral report.

#### **97. Update on the Devon and Cornwall Constabulary Change Programme.**

The Strategy Delivery Director drew attention to key aspects of the report, including:

- The concerns in relation to the interface of the Global Rosta System and Agresso Business World, which could cause a delay in the implementation of the new Duty Management system. It had been emphasised very strongly to the suppliers that this must be resolved within two weeks. The Chairman requested that Members were updated on progress in resolving this issue
- An update was provided in relation to Digital Interview Recording. A light re-procurement process would take place to allow the acquisition of lightweight portable equipment, which would also result in cost savings.
- In relation to Stakeholder Engagement and Communications, the change process had impacted on communications, with the over emphasis on intranet briefings rather than face to face communications now being addressed.
- Attention was drawn to the fact that the focus on the change process had resulted in some distraction from the continuing need to focus on performance.
- Within the Force leaders were now focusing on re-establishing confidence and drive throughout the organization, within a very clear performance management framework.
- Attention would be given to those areas where success had been identified, rather than purely on areas of concern.
- The scale of the changes to be introduced over the next twelve months would present a significant challenge to the Force.

- The time delays within the HQ Equipment Room had not had any impact on other activities within the programme and are not a major cause for concern.
- Clarification was provided in relation to the following recommendations:
  - Recommendation 10 (access to PNC for response staff).
  - Recommendation 15 (continue to monitor crime screening levels).
  - Recommendation 20 (shift patterns – flexibility and adjustments).

**RESOLVED** to note the contents of the report.

### **98. Job Evaluation (JE) Project Update**

The Lead Member for Job Evaluation outlined the background to the current position. Issues discussed during consideration of this item included:

- Attention was drawn to the items in relation to the JE project which had been included on the agendas of the Resources and Human Resources Committees, and the Seminar on 25 November. Following discussion at SPCC, JE will be considered at the meeting of the Police Authority on 16 December 2011.
- Attention was drawn to a the report which had been written by Janet Teece in relation to some equal pay issues. The Lead Member requested that the report be made available to the Police Authority.
- The JE project was now in the final phase of procurement, with “road testing” now taking place.
- An independent Gateway Review would take place from 21-23 November, prior to commencement of the next phase.
- Continuity and affordability would be major considerations going forward, particularly as the transition process towards the office of the PCC progressed.

**RESOLVED** to note the contents of the report.

### **99. Review of the Chief Officer Group**

The Chairman outlined the background to the COG review, including the Terms of Reference. The Chief Constable drew attention to the main elements of the review, including:

- The importance of reviewing leadership arrangements at the executive level of the Force during a period of unprecedented change.
- The need to ensure that the Chief Officer Group is constituted in a way that ensures the most effective and efficient leadership of the organisation as it seeks to deliver improved services.
- Members were assured that the review was conducted in the same way as all staff reviews at all levels, using a design led approach to identify resource requirements.
- Attention was drawn to the reductions in the numbers of leaders at senior ranks over the last few years.
- The options for each area of COG, and the Chief Constable’s appraisal of each option, were presented to Members.
- Members considered each of the options very thoroughly, receiving further detailed clarification from the Chief Constable in relation to specific concerns raised during the discussion. Each of the individual recommendations was extensively debated, at the conclusion of which it was:

**RESOLVED**

- i) that the post of Director of Legal Services should remain as a full member of the COG.
- ii) that it be accepted that the desirable medium-term objective should be to combine the roles currently undertaken by the Directors of HR and F&R into one post as Director of resources and this objective should be revisited at an appropriate time in order to establish a single post to provide strategic leadership for the delivery of corporate services. However, having regard to the immediately current fundamental changes affecting the Force through this period of unprecedented change, the Chief Officer Group should continue to include the current posts of Directors of Finance and Resources, and Human Resources.
- iii) that the three posts of Assistant Chief Constable should continue as envisaged in the new operating model of the Force.

**100. Chief Constable Appointments**

The Chairman outlined the concerns in relation to the contract of the Chief Constable, which had arisen following the recent announcement by the Government of its intention to impose limitations on any contract extensions for Chief Constables and other senior officers. Points raised during consideration of this item included:

- The proposal to limit contract extensions posed a serious threat to continuity of leadership at a time of continuing change, in addition to the unsettling effect for many top officers throughout the country.
- Following representations from a number of organisations, including both the APA ACPO, it was now understood that the Government's proposals were modified to allow the contracts of senior officers (other than Chief Constables) to be extended up to December 2014. However, the Police Authority had not yet received confirmation of this at the time of the meeting.

**RESOLVED**

to note the update in respect of Chief Constable appointments.

**101. Member Attendance Analysis**

The Chairman outlined the background to the report presented to members for consideration, which had resulted from some concerns by Committee Chairmen around reduced attendance at some committee meetings. The Chairman informed the Committee that he would be writing to all Members in relation to the report.

**RESOLVED**

to note the contents of the report.

The meeting closed at 16.40hrs.