

Devon and Cornwall Police Authority

MINUTES

A meeting of the **Strategic Planning and Co-ordination Committee** was held on Tuesday, 10 July 2012 in the Conference Room, Devon and Cornwall Police Authority, Endeavour House, Woodwater Park, Exeter, starting at 10.00 hrs.

Present:

Chairman: Mr M Bull

Members: Mr D Money, Mr D Percival, Mr B Preston, Mrs L Price, Mrs L Williams.

Members attending the meeting as observers:

Mrs L Dunn, Ms J Norton, Lady Stanhope, Sir Simon Day.

Police Authority

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

Constabulary

Chief Constable Mr S Sawyer, Deputy Chief Constable Mr D Zinzan, Mr M Stamp (Director of Legal Services).

171. Apologies for Absence

There were no apologies for absence

172. Declarations of Interest

Name	Agenda Item	Minute Ref	Interest	Details	Action Taken
S Howl	Item requiring urgent attention under agenda Item 3(a) – Inclusion of Directors, Chief Executive and Treasurer within Job Evaluation	188	Prejudicial	Chief Executive of PA	Left the room for this item
D Walton	Item requiring urgent attention under agenda Item 3(a) – Inclusion of Directors, Chief Executive and Treasurer within Job Evaluation	188	Prejudicial	Treasurer of PA	Left the room for this item

Name	Agenda Item	Minute Ref	Interest	Details	Action Taken
M Stamp	Item requiring urgent attention under agenda Item 3(a) – Inclusion of Directors, Chief Executive and Treasurer within Job Evaluation	188	Prejudicial	Director of Legal Services	Left the room for this item

173. Items Requiring Urgent Attention

Having regard to the special circumstances pertaining to these matters, namely that:

- 1) HMIC had identified Devon and Cornwall Police as one of 3 police forces which might not be able to provide a sufficiently efficient or effective service in the future in an Inspection Report 'Policing in Austerity' published since the publication of the agenda;
- 2) advice had been received since the publication of the agenda about the inclusion of Directors, Chief Executive and Treasurer within Job Evaluation;
- 3) as part of transition planning for staff, delegated authority was sought for the Chairman of the Authority to sign the letters of variation to the contracts of employment of staff affected by the change of employer from the Authority to the Police and Crime Commissioner in November 2012;

The above items were taken as matters requiring urgent attention, there being no scheduled meeting of the Strategic Planning and Co-ordination Committee until September 2012.

174. 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 identified.

175. Chairman's Announcements

The Chairman drew attention to the fact that the titles of two reports included in Part II of the agenda, namely the 'Update on the Devon and Cornwall Change Programme', and 'Operation Horseman Update', had been changed since the publication of the agenda but that the content of each report was as expected and as described on the published agenda. These reports were now entitled respectively, 'Update on the latest decisions regarding the immediate de-scoping and prioritization of the Force Change Programme and associated activity to mitigate the risk and address potential performance impact', and 'Proposed settlement of equal pay liabilities (Operation Horseman)'.

176 Minutes and Actions of the Last Meeting

RESOLVED to approve the minutes of the meeting of 12 June 2012.

The Chairman updated Members on actions arising from the last meeting, in relation to the item about the Independent Custody Visiting Scheme, minute 163, as follows:

- It has been confirmed that only “Gay Men” were listed under Protected Characteristics as this was the only category under which responses were received.
- An update on Glenbourne mental health unit will be sent to Members separately.
- The data will be sent this week to the Chairs of the Local Children and Young people Safeguarding Boards as requested, and will be followed up subsequently by the Lead Member for Criminal Justice.

177. Review of the SPCC Risk Register

Members considered the risk register. Issues discussed during consideration of this item included:

- Remit of the SPCC committee, risk code SPCC 05 – Members queried the status of this risk, and the likelihood description and sought clarification regarding the relevance of the identified mitigating actions. It was requested that this risk be looked at again.
- The absence of mitigating actions for some risks matched with a risk approach description of 'treat'. It was suggested that the risk description should be 'tolerate' in this instance.
- This risk register did not include risk descriptions for the specific items of business being considered by the committee; these were likely included in other Force risk registers. It was suggested that there might be benefit in SPCC committee receiving and considering risk registers that did contain the risks associated with the business it considered.

RESOLVED

- i) to note the content of the SPCC Risk Register;
- ii) receive a further report and updated Risk Register at a future meeting of the committee following further work to address the concerns raised by the Committee. This work to be progressed by the Committee Chairman, Vice-Chairman, and Chairman of Corporate Governance Committee.

178. Independent Custody Visiting – Value For Money Review

Members considered a report that provided an update on progress made towards the thirteen recommendations arising from the Value for Money review of the Authority’s Independent Custody Visiting Report. Issues discussed during consideration of this item included:

- Clarification was sought about the work being undertaken to increase the number of custody visitors from under-represented groups. Whilst work was being done to attract volunteers from diverse groups, there was an immediate need to focus efforts generally on recruiting in North Devon and Cornwall because of low numbers in those areas.
- The elements of the recruitment process and the need to have a balance between reasonable recruitment criteria and recognition that the role is voluntary (albeit statutory).
- The progress made towards the recommendations was commended and the committee wished to place on record their appreciation of the thoroughness of the work carried out by the Authority’s ICV Scheme Co-ordinator.

RESOLVED

- to note progress and implementation of recommendations to the Independent Custody Visiting Scheme following a Value for Money Review of the Scheme.

179. Performance Report

Members considered the report and presentation summarising the performance activity of the Devon and Cornwall Police with regards to the targets set by the Authority in its Annual Plan and benchmarked against other Forces' performance. Issues discussed during consideration of this item included:

- The number of crimes recorded as violence with injury had risen dramatically in November 2011. This coincided with a review of crime recording methods following an HMIC visit. This had resulted in a re-classification of some crimes and improved integrity of recording in this area. In addition, however, violence with injury offences continued to rise. There were a number of reasons thought to be contributing to this which included:
 - Recording methods: Currently, reports of this type of crime are recorded as serious violence at the point of notification by phone, but often following attendance at the scene, it is clear that reports have been exaggerated and the crime has been inaccurately classified.
 - Alcohol and the night time economy in Devon and Cornwall.
- A Home Office research report had been requested and was awaited that would look to establish reasons why Devon & Cornwall had a violence with injury problem despite being one of the safest places in the country to live and work. This will be circulated to Members.
- It was suggested that data from the Crown Court in relation to the re-classification of crimes could be useful in comparing with how the force classifies crimes.
- The daily crime report will be circulated to Members.
- Small increases in the number of certain crimes resulted in big increases in percentages, for example homicide had risen by 25% and this represented an increase of 5 incidents.
- The significant reduction of acquisitive crime was pleasing, however the Authority had worked hard to increase the reporting of crime, therefore reassurance was sought that an increase in the number of crime reports should be seen as a positive thing in some circumstances, and that victims of crime were not being dissuaded from reporting. This was of particular importance in relation to sexual offences, and domestic violence.
- An update on performance against targets set for traffic offences was requested.
- Roads policing – the increase in the number of fatalities on the roads during the period compared to last year was concerning. A number of the fatalities were marines and the police was working with the military to try and understand and address this problem.
- Positive outcomes - a number of key activities were being undertaken to improve performance in this area. Other options identified at the meeting included a focus on Taken Into Considerations (TICs), the supervision of detections and a pilot in Plymouth to re-establish prisoner handling units.
- Following the HMIC report 'Policing in Austerity', it was important to maintain officer morale. The Chairman, Chief Executive and Chief Constable had already met to identify opportunities to do this, in addition to the Force-wide messages by the Chief Constable and the Senior Leaders Forum which celebrated successful initiatives.

RESOLVED

to note the report.

180. Violence With Injury Action Plan

Members considered the report that provided an update against the Force Violence with Injury Action Plan, and alongside this a revised Domestic Abuse action plan.

Issues discussed during consideration of this item included:

- The plan was not working in all areas. In addition to the initiatives identified in the report to improve matters, it was suggested that the number of recommendations should be reduced and a smaller number of high impact actions prioritised. **(ACTION)**

RESOLVED to note the report.

181. HMIC Report – Policing In Austerity

- HMIC had identified Devon and Cornwall Police as one of 3 police forces which might not be able to provide a sufficiently efficient or effective service in the future in an Inspection Report 'Policing in Austerity'.
- The inspection had sought to identify how police forces were planning on meeting the financial challenges faced following the 20% reduction in funding in the four years between March 2011 and March 2015.
- The inspection focused on three key areas namely money, people and public. Home Secretary Teresa May stated in 2010 that she expected forces and authorities to make financial cuts whilst still reducing crime and without impacting on the front-line.
- Whilst the Force and Authority had made significant financial savings already, this had not been matched with a reduction in crime and the proportion of officers on the front-line post 2015 was anticipated to be 4% lower than the national average.

Issues discussed during consideration of this item included:

- The commendable work that the Authority and Force have done to improve performance and deliver efficient policing that was not recognised in the report, which included initiatives attributed to other Forces.
- The current functional model.
- The need to focus on initiatives that will reduce crime and improve positive outcomes.
- Potential inaccuracy in the report due to the timing of the data gathering which was being progressed with HMIC.
- Communications with stakeholders.

RESOLVED to send a joint communication to key stakeholders in relation to the Inspection's findings.

182. Storm Implementation

Members considered a report summarising the implementation of the new IT application procured to replace the current Command and Control system.

Issues discussed during consideration of this item included:

- The ongoing network capacity issues resulting in the need for a temporary workaround.
- The need to understand the problem and to be reassured of the adequacy of pre-implementation testing and the reliability of supplier assurances for future implementations of IT systems.
- Whether or not there was adequate technological expertise at programme management level - two different project management posts were being advertised which included a technical expert.

- The system had proved resilient during the recent severe weather and associated major incidents
- The need for future scrutiny of the outcomes and benefits delivered by the implementation of the system
- Risks and mitigating actions – it was requested that this committee receive a regular report that comprised the Force Risk Registers for the business areas scrutinised by this committee.

- RESOLVED**
- i) to note the report.
 - ii) to receive a further report on the interrelationship lessons learnt, risks and mitigating actions taken to address current and future operational success of IT implementations including GRS, RNU and UNIFI.
 - iii) to identify the need to monitor the outcomes and benefits delivered by the system.

183. Duty Management Project

Members considered the report providing the latest position with regards to the implementation of the Global Rostering System and the centralisation of the Resource Management Unit.

Issues discussed during consideration of this item included:

- The system replaces a paper based system which requires a cultural change. Cultural change often takes longer to achieve.
- The need to ensure that there was a consistent message through all levels of management that staff must engage with this system.
- The need for strong leadership and management skills at all levels.
- Reassurance was sought that it was not as a result of system problems and / or unclear instructions to staff about their information responsibilities that was affecting user take-up.
- DCC Zinzan had convened a user / working group to iron out system adoption problems.

- RESOLVED**
- i) to note the current position with regards to the implementation of the Duty Management Project
 - ii) to note the future plans and intentions with regards to the Duty Management Project.

184. 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.

Agenda Item No	Min. No	Report Title	Relevant Act	Relevant Section
12	185	Update On The Latest Decisions Regarding The Immediate De-Scoping And Prioritisation Of The Force Change Programme And Associated Activity To Mitigate Risk And Address Potential Performance Impact	Local Government Act 1972 as amended by the Local Government (access to information) Act 1985	Schedule 12A, paragraph 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
13	186	Proposed Settlement Of Equal Pay Liabilities (Operation Horseman)	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, 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.
3(a)	187	Transition planning for staff	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, 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.
3(a)	188	Inclusion Of The Directors, Chief Executive And Treasurer Within Job Evaluation	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, 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.

185. Update On The Latest Decisions Regarding The Immediate De-Scoping And Prioritisation Of The Force Change Programme And Associated Activity To Mitigate Risk And Address Potential Performance Impact

Members considered a report that provided an update on the Force Change Programme. Leading and effectively managing the Programme has presented an increased challenge to the leadership of the Force as the full extent of the energy, resource commitment and risk involved in the Programme of Change had become apparent. Subsequently the programme was undergoing a re-scoping exercise.

Issues discussed during consideration of this item included:

- A meeting was scheduled for later in the month at which two elements highlighted in the report would be further considered to establish whether or not they would proceed and / or their priority.
- Reassurance was sought that consideration would be given to the implementation of at least some elements of the training review, and priority given to those elements where significant benefits could be realised relatively easily.
- An update was requested on the outcome of the discussions with regards to the Bring Offenders to Justice due to take place later in the month. It seemed sensible to group this, and CJSE in the same tranche. If it proved not possible to do this then a full explanation was requested in that update.
- Some concern was expressed about the plans for tranche 1 in terms of capacity and the impact on staff.
- Reassurance was sought that there would be a critical path applied to the projects identified in tranche 1.
- The need to see the risk register containing the Force Change Programme.

RESOLVED

- i. to note that the Force Change Programme is undergoing urgent and substantial re-scoping through the immediate prioritisation of high priority (tranche 1) elements of the Programme
- ii. to note the latest decisions and current position concerning the re-scoping and prioritisation of the Force Change Programme as outlined in Appendix 'A' to the report.
- iii. to note the immediate implementation of the prioritised and re-scoped Force Change Programme post Management Board on 19 July 2012
- iv. to note the projected high resourcing requirement and leadership commitment necessary to fully support and progress the priority elements of the Programme.
- v. to note and accept that once finalised the elements of the Programme assessed as 'tranche 2' and 'discharged' will not be progressed in the short term but may be subject to later progression

Sections of Minute 186 have been redacted under the restrictions agreed for report item 13 (Local Government Act 1972 as amended by the Local Government (access to information) Act 1985, Schedule 12A paragraph 4).

186. Proposed Settlement Of Equal Pay Liabilities (Operation Horseman)

Members considered a report that provided an update on the work that was ongoing.

Redacted Redacted Redacted Redacted Redacted Redacted Redacted Redacted

Issues discussed during consideration of this item included:

- *Redacted Redacted Redacted Redacted Redacted Redacted*
- The need to address and clarify with the unions any misunderstandings that the unions might have in relation to this initiative and any connections or otherwise with Job Evaluation.
- The information already given to the unions.
- The timelines that will need to be met in order for the initiative to go ahead. There was a limited window of opportunity.
- *Redacted Redacted Redacted Redacted Redacted Redacted*
- *Redacted Redacted Redacted Redacted Redacted Redacted*
- The need to seek the view of ACAS on the most recent communications received from the unions.
- Whether or not the previously agreed percentage of take-up stated needed to be reconsidered.

RESOLVED

- i) to note the current position.
- ii) to confirm support for continuing with the Operation Horseman proposal subject to the position that the Unions take.
- iii) *Redacted Redacted Redacted Redacted*
Redacted Redacted Redacted Redacted
Redacted Redacted
- iv) *Redacted Redacted Redacted Redacted*
Redacted Redacted Redacted Redacted
Redacted Redacted Redacted Redacted
Redacted Redacted Redacted Redacted
Redacted Redacted Redacted Redacted
Redacted Redacted Redacted
- v) to approve the sending of correspondence to the unions requiring them to respond with their position by 20 July. The letter to be approved by the delegated Members.
- vi) to receive an update on progress at the next meeting of the committee.

187. Transition Planning For Staff

At midnight on 21 November 2012 all staff, along with the assets and liabilities of the former Devon and Cornwall Police Authority will transfer to the Police and Crime Commissioner. In order to communicate and effect this change, it was intended to send out a letter of explanation to all staff affected by the change.

RESOLVED

that delegated authority be given to the Chair of the Police Authority to sign the variation of contract letter intended to communicate the change in employer of staff affected by the transfer of staff to the Police and Crime Commissioner in November 2012.

188. Inclusion Of The Directors, Chief Executive And Treasurer Within Job Evaluation

The Director of Legal Services, and the Chief Executive and Treasurer of the Police Authority declared a prejudicial interest in this item and left the room for the duration of the item.

Following the discussions at the SPCC Meeting on 12 June 2012 when a Report from the Chief Constable had been considered but the issues had been deferred because of the need for further information research and advice, the Chairman updated the Committee on the situation. Whilst a meeting had subsequently been held between Linda Williams, Martin Denny (the PA's advisor on JE matters) and himself it had proved necessary to commission some further work from him. This was in hand. It was hoped that a written report from Mrs Williams and the Chairman would be presented to the next following meeting of the SPCC when substantive decisions could be taken.

RESOLVED that the position be noted and the further written report awaited.

189. Date of next meeting

The Committee proposed that an additional meeting should be held before the next scheduled meeting in September. Subsequent to the meeting, the 29 August at 10am has been agreed as the next meeting date of the committ