

DORSET POLICE

FORCE EXECUTIVE BOARD

Monday, 24 June 2013

1100 hrs

Boardrooms 1-3, Force HQ, Winfrith

CHAIRS: Mr M Underhill, Police & Crime Commissioner (left the meeting at 1240 hrs)
Miss D Simpson, Chief Constable

ATTENDANCE: Mr J Vaughan, Deputy Chief Constable
Mr J Jones, Assistant Chief Officer
Mr M Goscomb, PCC Chief Executive
D/Chief Superintendent M Cooper, Head of Crime & Criminal Justice
Territorial Policing – Supt W Trickey
Operational Support Command – Supt D Thorp
Mrs K Elliott, Professional Standards
Ms J Yates, Head of Corporate Development
Mr N Butterworth, Head of Finance
Mr A Bennington, Head of IS
Ms C Beasley, Head of Business Change
Miss K Brownjohn, Head of Governance
Mr P Channon, Head of Personnel Services
Mrs N Anderson, Head of Training
Mrs G Lovelass, Communications Manager
Miss F Napier, Media and Communications Manager, OPCC
UNISON – Mrs H Buttery
ORS – Dr Anna Shakeshaft (for Item 1 only)
Strategic Planning Manager (for Item 1 only)

MINUTES: Miss R Ford

APOLOGIES: Mr M Hiles, Assistant Chief Constable
Mr G Smith, Director of Human Resources
Mr R Bates, Chief Finance Officer for the PCC
Chief Supt C Searle, Operational Support Command
Chief Supt J Newall, Head of Territorial Policing
D/Chief Superintendent C Stanger, Niche Project
Superintendent T Whittle, Professional Standards
Mrs D Potter, UNISON Branch Secretary
Constable C Chamberlain, Chairman, Dorset Police Federation

The Chief Constable introduced Mr Dan STEADMAN as the interim Chief Executive to the OPCC. Mr STEADMAN will be with the OPCC's Office until July.

1. **PRESENTATION ON USER SATISFACTION SURVEY RESEARCH FINDINGS 2012/13**

Dr Anna SHAKESHAFT from Opinion Research Services undertook a presentation to the Members regarding User Satisfaction. A copy of the presentation was circulated with the papers for the meeting.

The Chief Constable asked if the surveys undertaken were all undertaken over the telephone or are there forms? It was confirmed that all surveys were made over the telephone. The Chief Constable questioned expectations ie, if subsidiary questions are asked ie someone who has stated "I am not satisfied by not being kept informed" have

they got a belief that they will be called once a week and the Force has failed to achieve that?. Dr SHAKESHAFT confirmed that in each of the key contextual questions about when and how a person was kept informed are asked, it was confirmed that this information could be accessed if required. She confirmed that some of the changes that have been made to the script have been to measure expectation versus the reality of what the service level response would be.

PCC asked who structured the questions? As he had been a recipient of the survey, it was exceedingly repetitive. Dr SHAKESHAFT stated that the survey is mandated by the Home Office who make recommendations on key satisfaction questions at one level, followed by another 2 levels of questions which are those which are strongly recommended and those which are diagnostic optional questions – Dorset Police then tailor them to their own requirements. Miss YATES stated that the survey has been set so that it does not create unrealistic expectations, whilst working within the Home Office guidelines. The PCC thoughts were that because there are a lot of questions, it equates to a lot of areas where the Force could fail when actually a member of the public could be satisfied with the service received.

Mr GOSCOMB stated that there was a definite need to review the questions just to make sure that the questions are not over extended. He raised this as shortly the PCC will be taking responsibility for the commissioning of arbitrary services and logically this kind of survey is one we would want to extend and use to gain information from victims about their perceptions.

Superintendent TRICKEY asked if the question was still included “what one single thing could we have done better”, he added that in his experience this question can sometimes set the Force up to fail. It was confirmed that this question was no longer included.

Detective Chief Superintendent COOPER asked the context of the introduction of the survey? Dr SHAKESHAFT confirmed that the format would normally be “Hello my name is, for example, Dr SHAKESHAFT, I am calling for Opinion Research Surveys who are working on behalf of Dorset Police”. It was confirmed that it was made clear to recipients of the survey that ORS are independent from Dorset Police.

The Deputy Chief Constable stated that there are some large areas of red where a large percentage, ie 24% of people who were subject of violent crime are dissatisfied. Dr SHAKESHAFT explained that this did not indicate that there are 24% of people who are dissatisfied but is 24% of people are not satisfied which is a combination of those who are not satisfied nor dissatisfied, very dissatisfied and completely dissatisfied. The Deputy Chief Constable further stated that if you took the percentage of people who are completely dissatisfied, where a complete service failure had occurred, how quickly was this information flagged up with the Force. Dr SHAKESHAFT stated that ORS have a “red flag” system set up where victims who are completely dissatisfied with the service delivered are flagged up to the Force within 24 hours, providing the person giving the information is happy for their details to be passed back to the Force. It was pointed out that the victim does not receive the survey until 6 or 8 weeks after an incident so they have the opportunity to comment on the whole process. As soon as details of dissatisfied victims are received they are passed to Detective Chief Superintendent COOPER to follow up.

PCC thought it useful for the OPCC and Chief Officers to be able to listen to one of the surveys. Ms YATES stated that she would circulate a copy of the script used.

ACTION: Mrs YATES

Mr STEADMAN asked a question in relation to the ability to obtain analysis, at district

or section level particularly where there are differences in relation to partnership working. Dr SHAKESHAFT referred to an analysis document, produced on an aggregated basis for each of the crime types within that the Force is provided with cross tabulations which includes section and district level analysis. As well as providing this data a 12 month rolling set of data is also produced which gives detail at postcode level.

The Deputy Chief Constable summed up that over the last 3 years the trend for satisfaction has been going in the wrong direction. It has been raised as an exception at the Strategic Performance Meeting. The 3 key issues that came out of the Strategic Performance meeting are:

1. Commissioned a strategic assessment of all the key satisfaction indicators.
2. Commissioned a complete refresh on the satisfaction delivery plan.
3. Appointed a senior responsible lead to drive the development of the plan and the activity behind it who is D/Chief Superintendent COOPER.

The Chief Constable thanked Dr Anna SHAKESHAFT for coming to the meeting and presenting these top level findings.

2. **PREVIOUS MINUTES/ACTIONS AND MATTERS ARISING**

All actions from the previous meeting held on 20 May 2013 were complete as per the summary of actions.

Discussion took place regarding the production of a report on the rationale on the cessation of the pilot in relation to Shed Breaks – Superintendent TRICKEY was asked to be provided a copy to the Strategic Management Board and a copy of the evaluation be provided to the PCC.

ACTON: Superintendent TRICKEY

The minutes were agreed as an accurate record of the meeting with the exception of a typographical error on page 6 of the minutes under item 15, line 3 of the first paragraph should read “PCSO vacancies will **now** be filled”, instead of “**not**”.

Miss BROWNJOHN sought clarification on single template approach for minutes across all meetings and whether this was agreed at the last meeting. The Chief Constable stated that it was decided that it would be up to the Chair of each meeting as to whether they would require full minutes and the use of a single template.

The remainder of the minutes were approved as an accurate record of the meeting.

3. **MOBILE DATA**

A position paper was presented to the meeting by the Assistant Chief Officer which provided members with some clarity around the mobile data work being undertaken by the Force. It provided some context to both the historical background and current position and also outlined the planned direction of travel under the new Smarter Systems Programme. The ACO thanked XXX XXX for the work he had put into this document.

Mr STEADMAN asked what form the roll out of the Blackberry Playbook is being undertaken and is it being tested by frontline officers and in the office environment? Mr BENNINGTON updated that the Force has X tablets which have been placed in different roles to test their benefits to the Force. He added that this was a cheap and quick solution for the Force while a suitable way forward with regard to the use of

mobile data is sought. Mr STEADMAN referred to Sussex and that their experiences may be of assistance to Dorset Police.

DCC VAUGHAN clarified that the Mobile Data Project has been consumed by the NICHE Project.

PCC referred to conversations with the Minister of State for Policing and Criminal Justice, Damian GREEN, concerning the suitability of mobile IT and the restrictions being placed on Forces by the Government.

The report was noted by the meeting.

4. **PARTNERSHIP & COMMISSIONING UPDATE**

Mr BUTTERWORTH gave update on the financial arrangements relating to partnership commissioning activity as detailed in the report presented to the meeting.

The meeting was asked to consider contributing £5,000 in 2013/14 towards the work of the Bournemouth Nightclub Outreach Work Trust and that the report be noted.

It was requested that the Strategic Commissioning Partnership Board consider the recommendations made in this report.

ACTION: Mr STEADMAN

5. **SCENE GUARDING**

D/Chief Superintendent COOPER presented a report requesting that Members consider the benefits of outsourcing scene guarding in Dorset.

The meeting was asked to consider the following recommendation:

It is the conclusion of the review that the outsourcing of scene guarding represents a significant improvement in service to the people of Dorset and recommends approval to introduce a three month trial from September 2013.

The PCC queried the figures quoted in the report with D/Chief Supt COOPER. The PCC thought that this was a very small paper for the decision that needs to be made and the risks that the Force is taking.

The Deputy Chief Constable gave explanation on the savings noted and highlighted that the £5,000 saving quoted is from an individual job, ie a case study, rather than an annual saving. The decision would need to be made to switch to a scene guarding service rather than using officer for the Force to see what the benefits actually would be. It was highlighted that if a saving of £5,000 was realised this was the equivalent of putting 3 officers back into a particular job.

The Chief Constable confirmed operationally she is content to sign off the business case as this method of scene guarding was utilised in her previous Force and she had evidence that it worked. The PCC agreed to consider the more detailed business case, which he had not yet had sight of.

Decision was deferred until the PCC had seen the complete project brief. The Chief Constable stated that following this if a more detailed business case was required it would be brought back to this meeting, however, if this was not required a decision would be made outside of this meeting.

(PCC Decision made the next day, business case agreed by all parties)

6. HR UPDATE

6.1 Organisational Development

Mrs ANDERSON presented the key points of note from the current Organisational Development Dashboard.

The report was noted.

Modern Apprentices – The Chief Constable asked has the Force undertaken any publicity in relation to this. Mrs ANDERSON updated that there will be some positive PR during July and August.

Force Resource Levels – Superintendent THORP highlighted that this was looking at maximum requirements for operational support rather than minimum requirements.

PCSO Vacancies – The PCC requested update following the postings panel. This was covered under the One Team Paper and PCSO vacancies are being filled by Police Officers. Miss BEASLEY updated the meeting.

6.2 Personnel Services Dashboard

Mr CHANNON presented the Personnel Services Dashboard as at 18 June 2013 and addressed the key points of the report.

The DCC updated that sickness absence will now be taken as a strategic performance indicator for the Force. Mr CHANNON has been asked for 3 years of trend data, a better breakdown of the type of sickness absence and comparative data to how the Force compares nationally. He will also look at what the issues are and what value DCC Vaughan's portfolio could bring.

The report was noted

6.3 Business Change

Miss BEASLEY presented the business change paper the meeting was asked to consider the latest business change update.

The report was noted.

Miss BEASLEY updated that this item will be withdrawn from future FEB meetings.

7. PRESENTATION TO MARTIN GOSCOMB

The Chief Constable referred to Mr GOSCOMB's long career with the Force starting in 1984.

She expressed her thanks to Martin and the support he had been given by his wife and daughter and she wished them all the very best for the future. She presented Mr GOSCOMB with a certificate of service and some small mementos of the Force along with some garden vouchers.

Mr GOSCOMB thanked the Chief Constable and the members of the meeting for the gifts and cards. He added what matters is the policing that the Force does and the policing provided to the public. He wished the Force well and said how immensely proud he has been to work for the Force.

THE PCC LEFT THE MEETING : 1240 hrs

8. PROMOTION OF EQUALITY AND HUMAN RIGHTS

Mrs YATES updated on the Police Consultation Groups and a number of induction days have been identified for 3 of the groups identified as follows:

Black and Minority Ethnic Group, Monday, 17 June 2013

Access Dorset, Wednesday, 3 July 2013

Lesbian, Gay, Bisexual and Transgendered, Thursday, 1 August 2013

DCC raised an issue which came out of the event held on 17 June 2013 was disproportionality in treatment between white and black and minority ethnic groups. The Chief Constable highlighted the link back to the customer satisfaction survey where the dissatisfaction was less within the "other than white" section.

9. (a) FINANCIAL OUTTURN 2012/13 - FINAL

Mr BUTERWORTH presented a report to update members on the budget outturn for the 2012/13 financial year. He highlighted that for the 2012/13 financial year the Force has achieved an under spend of £2.321m against budget of £117.611m (2%).

Mr BUTTERWORTH highlighted that the savings arising this financial year are a necessary measure to ensure the force can meet its medium term financial strategy. He stated that the Treasurer has already transferred £1,705m to capital to fund the existing capital programme, as was previously agreed. It was proposed that the remaining 0.616m is used as follows:

	£000's
Body Armour Reserve	160
Contribution towards helicopter annual maintenance	100
Safer Schools and Communities Team (SSCT)	71
PCC community safety commitments	93
Carry forward underspend on Operational Commands	36
Funding future capital requirements	156
Total	616

Mrs H BUTTERY asked if the Force had budgeted for a helicopter – Mr BUTTERWORTH clarified that the Force had only budgeted for maintenance the first quarter so it's a very small amount. He stated that the annual maintenance that was undertaken April was over budget last year.

The Chief Constable queried the replacement of Taser – Superintendent THORP to look at when the Taser when run out and the budgetary issues that may arise from their replacement.

ACTION: Superintendent THORP

Members were asked to agree the proposed use of the £616k underspend shown at paragraph 5.2 of the presented report. The recommendations were AGREED subject to the ability to be flexible around this year's finances to fund operationally driven performance measures as raised by the DCC.

(b) RESOURCES MANAGEMENT

Mr BUTTERWORTH presented the update to members which highlighted emerging budget issues for the 2013/14 financial year and after two months of the current

financial year a preliminary analysis of force budgets and projected expenditure for 2013/14. The overall trend is for an underspend due to the breaks being put on expenditure to get the Force where it needs to be in 3 years time.

Mr BUTTERWORTH stated that this report now includes a reference to debt owed to the Force, which used to be reported to the Police Authority on a quarterly basis.

The DCC referred to the projections of employee costs he thought that the Force should work harder in not extending the budget that we have got. He asked whether the Force should be looking at 105% recruitment policies in certain areas, for example, contact management, PCSO's. The Force should plan to spend what is available to maximise performance. The ACO stated that there will be a much better view on how the Force maximises the use of the Force budgets without causing too much risk in the medium term. The Chief Constable endorsed the need to get ahead of the curve with recruitment into certain areas, such as call handling which is a fairly low risk area for having too many staff as maximum number of staff is never met.

The report was noted.

10. **FORCE PERFORMANCE**

Mrs YATES presented her report which updated on key exceptions and process. The report was intended to update the Force Executive Board on the key issues or exceptions identified by the Strategic Performance Board.

Mrs YATES just issued a warning regarding the Control Strategy available on Sharepoint, as there had been an issue with the download over the weekend which has produced incorrect figures. Please disregard and an updated version will be available shortly after the meeting.

The DCC stated that the 3 areas for concern are serious acquisitive crime, resolution, satisfaction and now sickness and all three areas have recently been subject to strategic scrutiny. The Chief Constable asked why the outcomes for serious acquisitive crime and resolutions had dropped generally. Mrs YATES thought that as soon as the training had finished the spotlight moves slightly, it was endorsed that the message needs to be re-issued to Inspectors and Chief Inspectors to focus on this issue.

The Chief Constable requested that Media Brief be circulated around those 3 strategic headings.

ACTION: Mrs LOVELASS

11. **FORCE BOARD MEETINGS**

No issues were raised.

12. **HMIC UPDATE**

Mrs YATES presented a report giving update to the meeting. Previously, reports on HMIC activity were produced for the Police Authority's Audit Risk and Continuous Improvement. With the abolition of the Authority the ACO consequently asked for FEB to receive a regular report on HMIC activity from Corporate Development. Mrs YATES gave an update on the schedule of inspections and HMIC activity in Dorset.

An action raised by the Chief Constable for Detective Chief Superintendent to look at National Policing Requirement (NPR) to check Policing requirements are fully understood in order to be scrutinised at the OCB. Mr GOSCOMB updated that the

PCC would be present at the next OCB in August.

ACTION: D/Chief Supt M COOPER

Chief Constable made reference to three specific reports, the Essex Police Approach to Managing Cases of Domestic Abuse; The Memorandum of Understanding with NABIS and Stop the Drift 2 – she stated that work is going on internally with all 3. NABIS is being looked at by Superintendent CONNOLLY to look at from a Dorset perspective. Stop the Drift 2 will go to the Criminal Justice Board to look at some of the reports. She wished for cross peer assessments to take place to show how Dorset would deal if something similar were to happen. Mrs YATES stated that she would update the report to reflect this.

ACTION: Mrs J YATES

Report was noted.

13. **REDUNDANCY REQUESTS**

There were none to consider at this meeting.

14. **CORPORATE RISK REGISTER**

Miss BROWNJOHN presented details of all risks from the Corporate Risk Register that have a current score of 15 or above, and provided update on any other risks of note. Appendix A, allocated to the Force Exec Board, Appendix B details Risks that are scored at 15 or above.

The FEB members were asked to note the report and agree that the lead for Corporate Risk 176 Single Point of Failure is transferred to the Strategic Working Group. This was AGREED.

Risks which have been closed since last meeting are Corporate Risks 173, 172 and 76.

It was pointed out that Risk 173 needs to remain as a Corporate risk until the Total Resource Management Review has been undertaken by Chief Inspector WINDLE. This was AGREED. It was requested that Risk 173 be added back into the Risk Register as minimum staffing is still a risk.

ACTION: Miss BROWNJOHN

The remainder of the report was noted.

15. **POLICE PROPERTY ACT ALLOCATION REVIEW**

Mr GOSCOMB requested that members review the distribution of funds from the Police Property Act Fund for 2013/14.

It was recommended that Members consider the options detailed in Section 5 to enable to determination of the agreed framework for allocating Police Property Act funds from 2013/14 onwards. The three basic options for consideration are

- (a) Status Quo.
- (b) Retain basic current approach but review operating arrangements.
- (c) Move to a 100% discretionary approach.

Option B was agreed as the most appropriate option by the Meeting – this option was

endorsed as the preferred option.

16. **STRATEGIC COMMISSIONING AND PARTNERSHIP BOARD**

Mr GOSCOMB presented his report which provided a recommendation and terms of reference for the establishment of a Strategic Commissioning and Partnership Board.

It was recommended that a Strategic Commissioning Partnership Board be established on the basis of the terms of reference set at Appendix A to the report.

It was agreed by the meeting that Mr David CREGG, as Force Strategic Lead; Mr John FERGUSON, Head of Community Safety; along with Mrs Fiona NAPPIER and Mrs Grace LOVELESS also be included in the membership of this Board

ACTION: CX to the PCC

It was further agreed for Mr CREGG to look at balancing the terms of reference to incorporate a partnership element.

The meeting AGREED to the recommendations.

17. **SOUTH WEST REGION MEETING OF PCCs, CHIEF EXECUTIVES & CHIEF CONSTABLES**

The minutes of the meeting held on Wednesday, 17 April 2013 were presented to the meeting for information.

The meetings are held on a quarterly basis.

18. **POLICY AND STRATEGY DECISIONS**

The Assistant Chief Officer reported Chief Officers and the Police and Crime Commissioner had only made one decision – namely that POLSAs are removed from the on-call scheme and be added into the bonus scheme.

19. **ANY OTHER BUSINESS**

No issues were raised.

20. **DATE OF THE NEXT MEETING**

Monday, 22 July 2013 at 1100 hrs in Boardrooms 1-3