

**HUMBERSIDE POLICE AUTHORITY**  
**BUSINESS DEVELOPMENT COMMITTEE**

**19 JULY 2011**

<b><u>PRESENT:-</u></b>	Mr A Smith, JP, in the Chair.
<b>Elected Members:-</b>	Councillors Inglis and Sharpe.
<b>Independent Members:-</b>	Mr Gammon, Mr Palmerley JP, Mr Southern and Mrs Taylor MBE.
<b>Officers: -</b>	Mr K Sharp, Chief Executive, Mr D Griffin, Deputy Chief Constable, Mr J Bates, Deputy Chief Executive and Treasurer, Mr N Kingston, Strategic Development Manager (Assistant Chief Executive), Mr P Wainwright, Strategic Development Manager (Corporate Business), Mr M Chappell, Head of Finance, Mr I Furlong, Head of Corporate Development Branch, Mr A Stojkovic, Head of People Development, Ms E Ahern, Force Business Manager, Detective Chief Inspector A Oliver and Chief Superintendent A Ford, Programme Director for Regional Collaboration.

The Committee met at Pacific Exchange, Kingston upon Hull.

The Chair welcomed new Members to their first meeting of the Committee and introductions were made.

- 1 **DECLARATIONS OF INTEREST/OFFERS OF GIFTS OR HOSPITALITY –**  
The Chair reminded Members of the need to record any personal or prejudicial interest in items on the agenda, and to disclose any relevant receipt or offering of gifts or hospitality.  
  
There were no declarations or disclosures made.
- 2 **APOLOGIES** – Apologies for absence submitted on behalf of Mr D Smith and Councillor Sumpton.
- 3 **MINUTES** – **Resolved** – That the minutes of the meeting held on 3 May, having been printed and circulated, be taken as read and correctly recorded and be signed by the Chair.
- 4 **UPDATE ON THE MINUTES** – The Strategic Development Manager (Assistant Chief Executive) referred to minute 3 regarding the implementation

of the Policing Plan and advised that the papers for the Force's Management Business Review, that formed the fifth stage of the IBM process, outlined how the various plans fitted together. It was suggested that it would therefore be useful for this document to be placed in the Members' Area of the Authority's website. A Member indicated that there was some out of date information within the Members' Area of the website and it was reported that this would be investigated.

**Resolved** – (a) That the update be noted, and (b) that, in future, the papers for the Force's Management Business Review be placed in the Members' Area of the Authority's website.

- 5 (1) **ACTION SCHEDULE** – Members received a rolling schedule of actions arising from previous meetings which provided an update on outstanding actions.

The Strategic Development Manager (Assistant Chief Executive) referred to minute 5 of the Policing Committee regarding the submission of Choices Updates to this Committee and it was reported that as Choices had now been subsumed into CSR 2015 it was appropriate to remove this item from the Action Schedule.

**Resolved** – (a) That the Action Schedule be noted, and (b) that minute 5 (Policing Committee) be removed from the Action Schedule.

- 6 (2) **MEDIUM TERM FINANCIAL STRATEGY** – The Chief Constable submitted a report that introduced the Medium Term Financial Strategy (MTFS) and detailed the headline projections within the Strategy covering this and the next four years, as endorsed by the Police Authority on 15 February 2011.

The Chair commented that Members needed to be assured that the MTFS was on track for the next 5 years and needed to be aware of what the key issues were that could potentially disrupt the achievement of the figures contained within it.

Reference was made to paragraph 25 of the report and the Head of Finance confirmed that the figure of £22.5m should read £21.7m as was printed in the accompanying table. The Chair also referred to paragraph 25 and indicated that the in-year saving of £10.655m was not the same as was quoted later on the agenda (£10.566m). The Head of Finance explained that the MTFS that underpinned the report was recently amended as a result of the removal of £89k of interest requirements. This reduced the savings required to £10.566m. The revised figure would be in the refreshed MTFS that was reported in September.

The Deputy Chief Executive and Treasurer reported that good progress had

been made. He informed that the predicted savings associated with the 2 key collaboration projects were included in the MTFS for information until they could be confirmed.

He referred to the Winsor, Hutton and Neyroud reviews that would impact on police terms and conditions and therefore on the Force's budget. He referred also to uncertainty regarding the Neighbourhood Policing Fund grant and PCSO funding beyond next year and to other issues that could impact upon the MTFS including the Local Government Resource Review, inflationary pressures, potential pay inflation, interest rate forecasts and borrowing plans.

The Deputy Chief Constable re-iterated the invitation for Members to attend Finance Open House sessions and the Head of Finance advised that the same session would be repeated at different times of the day to enable as many Members as possible to attend. The sessions would be held in late August/early September.

**Resolved** – (a) That that the report be noted, (b) that items for the Open House sessions be developed over the coming weeks, and (c) that the outcome of the fundamental review of the MTFS be reported to the next meeting of this Committee.

**7 (3) COLLABORATION** – The Chief Executive submitted a report that gave an update on Regional Collaboration.

Members raised queries regarding the Section 23 Agreement and the Chief Executive advised that further details would be given at the Member Planning event that afternoon and a report was to be submitted to the Policing Committee on 26 July.

The Strategic Development Manager (Corporate Business) advised that the Regional Scrutiny Panel had been established by JPAC in June last year to scrutinise the Business and Implementation Plan approved by them and to ensure that progress was on track and that the anticipated benefits were being produced. The Panel comprised of 2 Members from each Authority together with appropriate officers.

A Member indicated that he was aware that progress had been made with the collaboration projects regarding Scientific Support and procurement, however, fleet services were yet to be considered in detail. He sought reassurances that the Force's current fleet policies would fit in with what was likely to be proposed Regionally. The Deputy Chief Constable confirmed that they would and advised that although the fleet business case had been rejected late in the process due to increased costs for Humberside, those parts of the project that could be utilised were being.

The Programme Director for Regional Collaboration gave a presentation on

the progress of collaboration in the Region.

In response to a query the Deputy Chief Constable explained that it was difficult to combine 4 ways of working into 1 and that in some areas it was necessary to take a stepped approach to collaboration.

A Member indicated that there appeared to be progress being made in operational areas but queried when the savings would be included in the budget. The Deputy Chief Constable advised that it did take a while for the savings to be achieved but that it was hoped that they could be identified in the 2012/13 budget setting process. The Chair commented on the governance arrangements that accompanied collaborative working that meant that the savings could not be identified as quickly as if they were just in-force. He referred to a recent meeting that he had attended with HMIC where he had got the impression that whilst they were satisfied with the progress that had been made there needed to be a clear identification of what savings would be achieved and when. The Deputy Chief Executive and Treasurer advised that the Force Finance Directors and Treasurers were developing a process that would identify where the savings were and would ensure that they were adequately signed off and trackable back through the budget.

The Programme Director for Regional Collaboration reported that the timelines for the Procurement and Scientific Support projects would be clearly defined within the next month or two.

**Resolved** – (a) That the report and presentation be noted; (b) that a report on the progress of the Fleet Services project be submitted to this Committee, and (c) that an update on Regional Collaboration be submitted to this Committee in 6 months.

- 8 (4) **CSR 2011-15** – The Chief Constable submitted a report that detailed the current status of the CSR 2015 change programme of work.

The Deputy Chief Constable referred to the staff numbers contained within the report and advised that these were estimates only and each one would be confirmed as part of a detailed review. He referred to the police officer post deletions and advised that these were back office functions not frontline services. He commented that the strategy was to protect the current level of performance and frontline services but advised that a reduction of £30m from the budget would necessarily result in some reduction in operational policing. He advised, however, that the presentation that Members were to receive on resilience demonstrated that the reductions were achievable.

A Member expressed concern at the cuts that were being forced upon Forces and Authorities and the Deputy Chief Constable commented that the Force were required to deliver policing within the budget that was allocated to them,

to protect frontline services as much as possible and to reassure the public. He advised that he had indicated at the target setting meetings earlier in the year that it would not be possible to continue to improve performance with a significantly reduced resource base, however, it was too early to say what the impact would be.

A Member commended the Force for the successful work that they had conducted under BWFM and continued to do under Choices and CSR 2015. He referred to the savings that were predicted to be achieved through collaboration, which were not included within the MTFS, and asked if these were in addition to the savings identified in the report. The Deputy Chief Constable advised that savings that were likely to arise from regional working and the Winsor Review were likely to present opportunities that he would wish to discuss with Members as they could provide the Force with the option of revisiting some of the plans and it may be that some of the proposed savings options need not be implemented. The Member indicated that the scheduling of the savings was therefore very important. The Force Business Manager advised that indicative savings from HRD and ISB were in the financial profile and the figures were reflected in the savings plan. She advised that work was underway to give a detailed breakdown of the items included under “non pay”.

The Deputy Chief Executive and Treasurer advised that the budget had been set in the context of the 5 year financial forecast. Good progress was being made on achieving savings in the current year. If regional savings could be achieved they could negate some of the need for local savings. He reiterated the uncertainties regarding the Neighbourhood Policing Fund and the Local Government Resources Review and advised that the Authority did hold some reserves. It was therefore important, when setting the budget in February, to have an overview of how all these items interacted.

A Member queried how the deficit in in-year savings would be met and the Deputy Chief Constable advised that reserves would be used.

The Chief Executive commended the Force on the quality of the financial information produced and commented on the need for Members to consider the shape of the Force in 5 years time and whether they were reassured that the policing plan would be delivered.

**Resolved** – That the report be noted.

- 9 **(5) PEOPLE STRATEGY – 2015 UPDATE** – The Chief Constable submitted a report that informed of the Force’s People Strategy 2010-14, in particular its relevance in its current form to the Force priorities (Corporate Plan), and highlighted the key challenges, risks and opportunities over the longer term, taking into account the changing Policing landscape.

The Head of People Development suggested that, at this stage, it would be appropriate to refine the current People Strategy to take account of the Policing Plan rather than completely overhaul the document due to the changes that were likely to be implemented as a result of the Winsor Review and collaborative working. The Chair asked Members when they would like to see the document refreshed and following discussion the Deputy Chief Constable suggested that as Members may not wish to wait for the regional joint strategy it would be appropriate for the Chair and the Strategic Development Manager (Assistant Chief Executive) to meet with the Assistant Chief Officer (HR) to discuss what they required and for a report to be submitted to the next meeting. The Deputy Chief Executive and Treasurer indicated that it needed to be ensured that the People Strategy was dealt with before the MTFS. The Deputy Chief Constable advised that a report on specific gaps could be given in September and that there would be more to report on the joint arrangements in November.

**Resolved** – (a) That the report be noted; (b) that the requirement to refine the existing Humberside People Strategy aligned to the Policing Plan for 2011-15 and the 5 strategic aims be endorsed for submission to the November meeting of this Committee and in the meantime the Chair and the Strategic Development Manager (Assistant Chief Executive) meet with the Assistant Chief Officer (HR) to discuss the Strategy and an update report be submitted to the next meeting of this Committee, and (c) that the future shape and content of the People Strategy be revisited during Spring 2012, following the outcome of the scoping review being undertaken in partnership with South Yorkshire Police, and following the outcome of the Winsor Review Stage 2.

- 10**      **(6) RESILIENCE** – In accordance with minute 5 of this Committee (2010/11), Detective Chief Inspector Oliver gave a presentation on operational resilience, highlighting the methodology used, the outcomes and the next steps.

The Deputy Chief Constable referred to concerns raised at the Resources Committee regarding the lack of senior officer posts that were proposed to be deleted and advised that the presentation demonstrated that the Force was going as low as it could regarding command resilience. The presentation had used a “worst week scenario” that had looked at the officer numbers required to deal with a number of issues occurring simultaneously and he advised that options for increasing staff numbers in exceptional circumstances included overtime, buying in resilience, multi skilling police staff, retaining police officers in retirement and a wide use of specials.

Members commented on the value of the presentation and suggested that it would be useful for an abridged version to be given to the full Police Authority.

A Member indicated that the scale of incidents ie the number of murders, missing persons, industrial disputes, mutual aid requests etc that the Force were required to deal with and the amount of time that this took, were not reported to the Authority and suggested that it would be useful if this information could be provided to Members, at least annually. It was suggested that this could be included in the abridged presentation to be given to the Authority and the Deputy Chief Executive and Treasurer reported that the Assistant Chief Constable (O) was to give an update on this type of issue to the next meeting of the Policing Committee.

**Resolved** – (a) That the presentation be noted, and (b) that an abridged version of the presentation, including details regarding the range of issues dealt with by the Force, be given to the full Police Authority.

**11**      **EXCLUSION OF PRESS AND PUBLIC** – **Resolved** - That in accordance with the provisions of Section 100 (A) (4) of the Local Government Act 1972 the public (including the press) be excluded from the meeting for the following item of business, minute 12, on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**12**      **(7) RISK MANAGEMENT OVERVIEW** – The Chief Constable and the Chief Executive submitted a joint report that confirmed the Committee responsibilities in respect of Risk Management, detailed the officer working arrangements and provided an overview of the risks currently being monitored and managed.

The Deputy Chief Executive and Treasurer advised that this was the first report of its kind and greater detail could be provided in the future if required. He advised that copies of both the Force and the Authority's Risk Registers were available for inspection if Members wished.

The Force Business Manager advised that Regional risks were looked at quarterly and all projects had their own risk register.

**Resolved** – That the report be noted.