

PROTECT - MANAGEMENT



Rev 10/13

Executive Board Meeting Minutes 23 January 2017

	Name:	Capacity:
Attendance:	Anthony Bangham	Chief Constable, West Mercia (Chair)
	Tania Coppola	Head of People Services
	Heather Costello	Director of Finance
	Richard Elkin	Director of Enabling Services
	Alex Franklin-Smith	T/Ch Supt, Operational Support
	Berni Gaughan	Senior Learning & Development Manager
	Rachel Hartland-Lane	Head of Business Support
	Charlie Hill	Chief Supt, Local Policing
	Martin Jelley	Chief Constable, Warwickshire
	Karen Manners	Deputy Chief Constable, Warwickshire
	Jennie Mattinson	Ch Insp, Strategic Service Improvement (T/Head of Dept)
	Adrian McGee	Ch Supt, Protective Services
	Wayne Parkes	Head of ICT
	Kate Quilley	Head of Corporate Communications
	Chris Singer	T/Dep Chief Constable, West Mercia
	Debbie Tedds	T/ACC Protective Services
	Mark Travis	T/Ch Supt, Delivery Lead (Change Programme)
	Jackie Hartley	PA to CC Anthony Bangham (mins)
Guest:	Elena James	Consultation and Engagement Lead Officer, SSI
Apologies:	Amanda Blakeman	ACC Local Policing

Presentation – Health and Wellbeing Staff Survey Results

Richard Elkin advised that following the presentation of the initial findings at the last meeting, the phase 2 results of the 2016 Staff Survey were now available. These would give more detail and highlight the differences between directorates, staff, officers etc.

Elena James attended to present the results. There were 17 comparative measures, 8 had seen improvement, 8 had not significantly changed and 1 had seen a statistical increase around quality of supervision.

The following areas had been the focus and the meeting was updated on these:-

- Quality of supervision
- Quality of leadership

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	• Fairness at work • Absence management • Workload management • Working hours • Feeling valued Richard Elkin advised that the full report was at the first draft stage. The next stage would cover departmental rankings and areas of concern. The starting position was very positive with a direct correlation to the health and wellbeing work taking place across the force. This work had been well received and recognised through the survey. A number of specific themes stand out e.g. disability. The intention is to find those areas that are good and also those that need extra focus or attention. The outcome will be that directorates and teams will be able to focus on the information when available and develop action plans that are specific to directorates and teams within those directorates. This will feed back into health and wellbeing. Martin Jelley indicated that the Health and Wellbeing Board lead on a lot of the strategic matters e.g. employee assistance programme, mental health champions etc. but it was down to us locally to work on these results in order to drive change.
1.	Minutes and matters arising from the previous minutes (19 December 2016) Approved as a true record. There were no actions to bring forward.
2.	Papers – None circulated
3.	Discussion Items: New creative concepts for ‘Stop Rape Now’ campaign Kate Quilley updated the meeting regarding this campaign which is going to be refreshed and have a targeted approach. The campaign has been running for 3 years and has been successful in the general raising of awareness. Professional support has been sought and how to target specific people around the new campaign. The proposal is to work on the issue of consent with a campaign around this, the launch being on 6 February which links in with Sexual Awareness Week. The key target audience is 15-25 year old males. An example of the ‘Stop Rape Now’ logo was shared and how this would translate into a campaign. The logo will be used particularly in web format, on line and social media. The concept is for the logo to be used to get people to talk about consent. The campaign can be used to focus on the victim also. The artwork for posters was also shared. The Comms Team have engaged with stakeholders/partners/local policing who have had the opportunity to feedback. Both OPCCs have also been consulted and some observations along with positive feedback received. There was a general consensus of support for the campaign from those at the meeting.
4.	Finance: Heather Costello updated the meeting. The ‘Money Matters’ paper dated December 2016, circulated with the Agenda, focuses on the

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	current financial year (2016/2017). In February the detailed Budget Report will be available. This is out for consultation at the moment and when the results are available then these will be presented at Executive Board. The forecast has remained fairly consistent. The underspend is now forecast to be £2.5M. The report provides detailed information for each force and for each PCC. Fundamentally there are no major significant changes in this period. However, the following were brought to the attention of the meeting:- Forecast for ill health – we may be able to make some savings against the target. Income – The budget includes £2.0m income. Income based on known mutual aid operations to 31 December is forecast at £0.232m and therefore the forecast has been reduced to £0.768m. Reserve table – broadly speaking there are no significant issues. Capital – mixed news. The forecast outturn is now showing £23m against revised programme of £27.7m. Although this has reduced, we have some large projects going through this year and therefore cannot foresee any major issues. At next month's meeting savings will be looked at in further detail. There are challenges ahead with large savings to find. An accurate figure will be provided once the precept has been set and final figures are received. This depends on the decision regarding the precept increase and final figures received from other organisations. Heather Costello advised that ongoing budget monitoring in the next 12 months would be required as there were some significant challenges. Savings will need to be identified as early as possible. Karen Manners gave an update on Athena. The ideal date for Athena to go live is September this year. However, final testing is still awaited. By the end of March we will know if we are on target to go live in September. If we do not achieve this then we cannot go live until April 2018. A piece of work is ongoing at the moment around the recognition that delivery of savings are not now streamlined to an individual programme of work but are independent against each other.
5.	HMIC Inspections and Service Improvement Board: Debbie Tedds and Jennie Mattinson updated the meeting: HMIC Effectiveness Inspection Report is due this week and this will be shared as soon as possible. Chris Singer explained the Route Cause Analysis work.
6.	Alliance Risk Map: Chris Singer and Jennie Mattinson updated the meeting. The Alliance Strategic Risk Map had been previously circulated. This is work in progress and will be further discussed at Executive Board in March. Risk workshops will take place to ensure that key risks are being identified. The draft organisation planning cycle is in the process of being populated and will be circulated in due course. Debbie Tedds spoke about AFO recruitment and retention. We currently have 34 vacancies in Ops which includes ARV capability and the training school. The uplift in West Midlands has exacerbated the situation. The review that is ongoing is to ensure that we attract the right people to the role.

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	The training programme has been reviewed and at present we are part-way through the first course which is now in a modular format. The next course is not booked until the end of the year and therefore the risk remains although a great deal of work is taking place. Further updates will be provided to Executive Board. The risk around ARV capacity was discussed and how our forces' location in relation to others plays a part. Action 56: Debbie Tedds to review how the risk is recorded and what information should be made publicly available.
7.	Transformation Board Update: Karen Manners updated the meeting. The Transformation Board took place on 17 January and the key issues identified were as follows:- • All programmes of work are on track • Key identifier is resourcing across a number of interdependent programmes as we move forward. A large piece of work has been undertaken by the central programme team to identify what the resourcing requirement looks like and how we then build to have a far more agile focus on resources as we move forward. • Everyone is aware of the tough landscape in overcoming issues and work is taking place on Terms of Reference for the work being undertaken around the new policing model. The key part is the appointment of an Interim Transformation Director. Mark Travis updated the meeting on the underlying detail:- There had been a positive response to the workshop on 8 December. Further workshops will take place in February; the focus being on cultural change. The infrastructure is tracking well in relation to the programme. The focus has been on resourcing. Over last month workshop events took place to pull together every area of the programme. Each part has had Programme Manager/SRO oversight. The next part of work is sequencing to bring all of the elements together and ensure things are actioned in the right order. Sequencing mapping will take place over the next few days. This will be reported back to SROs on Wednesday. Looking to finish timeline over next 10-12 days.
8.	Any Other Business: Martin Jelley advised that some changes of dates of Executive Board meetings are going to take place following feedback received, so that attendance can be maximised. Executive Board and AGG will be better aligned and COM will be separated out in order to better manage time. Anthony Bangham mentioned that the national mobile phone campaign started again today. Kate Quilley advised that this had been reported in Force Orders and on the Internet. The March campaign would be around the forces' position with regard to legislation change. Debbie Tedds to liaise with Kate Quilley to ensure we are being proactive enough. Anthony Bangham advised that West Mercia will be celebrating its 50th anniversary this year and a message has been issued about this. The celebrations will include looking at the history of the force and also to the future which will involve the Alliance.
9.	Date of Next Meeting Monday 20 February – 14:00 hrs – Conference Room, Leek Wootton