



The Chairman thanked Mr Baker for his attendance and the opportunity to discuss various matters with him.

*RESOLVED:*

That the discussions with HMIC, be noted.

69 MINUTES OF COMMITTEES AND PANELS

*RESOLVED:* That

- (1) the Minutes of the following meetings be received and the recommendations from the specific Minutes listed below, be adopted:-
  - Remuneration Committee – 1 October 2009
  - Engagement Committee – 3 November 2009
  - Staff Committee – 24 November 2009
  - Audit Committee – 1 December 2009
  - Standards Committee – 10 December 2009
  - Police Authority Improvement Panel – 1 October, 20 October and 18 November 2009  
Minute 21: Chief Executive's Office: Capacity Review
  - Performance Panel – 20 October 2009
  - Finance Panel – 10 November and 8 December 2009  
Minute 20: Capital Programme 2009/10: Mid Year Review  
Minute 21: Capitalisation of Project Costs  
Minute 23: Value for Money Strategy 2010-13  
Minute 24: Value for Money in Fleet Services  
Minute 26: 2009/10 Proposed Budget Realignment  
Minute 29: 2010/11 Provisional Revenue Support Grant Settlement
- (2) the notes of the Discussion Day, 26 October 2009 be received; and
- (3) summary of issues raised at the last cycle of 'Have Your Say' meetings, be noted.

70 NORTH WEST JOINT COMMITTEE FOR REGIONAL COLLABORATION

*RESOLVED:*

That the Minutes of the meeting held on 16 November 2009, be noted.

71 NORTH WEST REGIONAL MOTORWAY GROUP: ANNUAL REPORT

The Assistant Chief Constable presented the first annual report of the North West Motorway Police Group which included officers from Cheshire, Lancashire and Merseyside Police working with the Highways Agency to police over 570 miles of motorway in the North West. The Assistant Chief Constable reported on the performance of the Group and of the activities undertaken.

Members discussed a number of issues arising from the report which included the operation of the Automatic Number Plate Recognition system; the subsequent

impact on the police resources and the criminal justice system; the inclusion of Greater Manchester Police in the Group; and requested that future reports include baseline data and an assessment of the targets/benefits realised.

*RESOLVED:*

That the North West Motorway Police Group Annual Report 2008/09, be received.

72 POLICE AUTHORITY INSPECTION: UPDATE

The Chief Executive gave an oral report on the initial de-briefing following the Authority inspection during the week commencing 30 November 2009. The draft Inspection Report would be released to the Authority on 22 January, for consideration and comment, prior to its publication on 4 March 2010.

*RESOLVED:*

That the update on the Police Authority inspection, be noted.

73 CHIEF CONSTABLE'S REPORT

The Chief Constable presented the operational report for the period September to November 2009, which showed the positive performance against a number of key measures with significant reductions in criminal damage offences; business robberies; and serious acquisitive crime. The report outlined the work and a number of successful operations performed by the Neighbourhood Policing Units and Crime Teams across the Constabulary.

The Chief Constable in particular, focused on the work being undertaken to reduce incidents of anti-social behaviour and the perception of high level of drug use and dealing in certain areas; increased visibility which included officers in mobile libraries and visiting Parish Councils; the recent increase in the recruitment of Special Constables; the successful results arising from 'Operation Strikeout' throughout Cheshire in disrupting the drugs market in particular the cultivation of cannabis and targeting dealers; and the continued promotion and use of restorative justice which was visible within communities and impacted on public confidence.

The Authority discussed with the Chief Constable a number of issues which included how best practice in one Area/department was disseminated throughout the force; the associated cost implications in recruiting additional Special Constables; and the early identification and investigation of cannabis farms.

*RESOLVED:*

That the Chief Constable's report be noted.

74 POLICING WHITE PAPER: PROTECTING THE PUBLIC – SUPPORTING THE POLICE TO SUCCEED

The Chief Executive reported that the Government's Policing White Paper which was published on 2 December 2009 and invited Members to consider the process for developing a response. The Authority discussed the Association of Police Authorities initial response with the Chief Constable and the Chief Executive and requested that a special meeting of the Authority be convened to enable a response to be determined.

*RESOLVED:* That

- (1) the content of the Government's Policing White Paper "Protecting the public – supporting the police to succeed", be noted; and
- (2) a special meeting of the Authority be convened on 5 January 2010 to enable the Authority to consider the implications of the Government's White Paper and its comments on the draft response produced by the Association of Police Authorities.

75 TRANSFORMING THE WAY WE POLICE: A PROPOSAL FOR AN OPERATIONAL CHANGE PROJECT

The Chief Constable submitted a report outlining a new change project looking fundamentally at how the Constabulary police, what it does, and how it is structured to meet the needs of the public and the financial challenges ahead.

The Acting Assistant Chief Constable outlined the process for the operational review entitled 'Transforming the Way We Police', its objective being to design and implement an operational change programme to meet the financial challenges and invest in frontline policing services. The report detailed the terms of reference and aims of the review and the timescales and planning for delivering and implementing the changes.

Members discussed a number of matters including timescales; integration with Transforming business services and middle office reviews; the need for clear project board control and oversight; financial issues in particular value for money; and consultation with the union and staff groups with the Chief Constable.

*RESOLVED:* That

- (1) the Constabulary's intention to establish a project to 'Transform the Way We Police' as set out in the terms of reference contained in the Chief Constable's report, be supported;
- (2) the changes to the Assistant Chief Constable portfolios as outlined in the report, be noted; and
- (3) an appropriate project board governance structure be developed and implemented as a matter of urgency, involving the Authority as appropriate, and the structure be reported to Service Improvement Panel.

## 76 MIDDLE OFFICE REVIEW: THE APPROACH

The Deputy Chief Constable reported on the approach; the aims and the governance arrangements in relation to the Middle Office Review. The report detailed the process which would comprise of fundamental reviews of a number of units/sections considered to form the 'middle office' by a dedicated team particularly focusing on efficiency, effectiveness and risk.

The Authority would be kept informed of progress with regular updates to the Finance Panel and Service Improvement Panel on the proposals, with all significant matters reported to the Authority for approval.

*RESOLVED:* That

- (1) the approach to the Middle Office Review, be supported; and
- (2) an update on the progress of the review and the 'quick wins' identified be submitted to Service Improvement Panel on 5 January 2010.

## 77 CORPORATE ESTATES STRATEGY 2009-11

The Chief Constable submitted the interim Estates Strategy for 2009-11 which detailed the current property stock; the results of the environmental impact review; running costs; the opportunities for shared accommodation with partners; the review of the works contracting strategy for maintenance; and IT issues. The Assistant Chief Officer stressed that due to the level of organisational change only an interim strategy had been submitted which would be refined over the next year.

*RESOLVED:* That

- (1) the interim Estates Strategy for 2009-11, be approved; and
- (2) an updated Strategy be submitted to the Authority on 14 December 2010 for approval.

## 78. MEMBERS' ACTIVITY

The Chief Executive submitted a report which contained Members' reports following their attendance at recent meetings, which included meetings of LCJB Consultative Committee; sub-regional groups; the Cheshire Crimebeat Management Committee; the APA Annual Conference and other APA events; and Chairman's activities.

*RESOLVED:*

That the report be noted.

79. URGENT BUSINESS: (1) MANAGEMENT OF REDUNDANCY – BEST PRACTICE AND STATUTORY REQUIREMENTS; AND (2) CHIEF OFFICER: CONDITIONS OF SERVICE

In accordance with Standing Order No. 5.3, the Chairman was of the opinion that two items of business be considered as matters of urgency as decisions were required before the next meeting of the Authority.

*RESOLVED:*

That items of urgent business relating to the Management of Redundancy – Best Practice and Statutory Requirements and Chief Officer: Conditions of Service, be considered in Part 2 of the agenda.

80. EXCLUSION OF THE PRESS AND PUBLIC

*RESOLVED:*

That under Section 100(A)(4) of the Local Government Act 1972, as applied by the Police Act 1996, and as amended, the press and public be excluded from the meeting for the item of business listed below on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act in the paragraph indicated:-

<i>Item</i>	<i>Paragraph</i>
Management of Redundancy – Best Practice and Statutory Requirements	(4) Information relating to labour relations
Chief Officer: Conditions of Service	(1) Information relating to an individual

*PART 2 – MATTERS CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC*

81. URGENT BUSINESS: MANAGEMENT OF REDUNDANCY – BEST PRACTICE AND STATUTORY REQUIREMENTS

Following discussions at Finance Panel on 8 December 2009 (Minute 30) the Chief Constable submitted a report on the key legislative requirements relating to the management of redundancy; including a summary of best practice; and sought to agree and implement the process with immediate effect.

Members discussed a number of issues relating to the report with the Chief Constable and the Assistant Chief Officer.

*RESOLVED:*

- (1) the key legislative requirements relating to the management of redundancy as set out in the report, be noted;
- (2) the best practice approach outlined in the report to undertake the process of post reductions be implemented, with the aim to minimise the need for compulsory redundancies;

- (3) a scheme of compulsory redundancy be introduced where all other alternatives have been fully explored but further post reductions are still required to meet operational and financial requirements;
- (4) the implications of the change in Pension Regulations relating to the minimum retirement age which are effective from 1 April 2010 be explored and the Chief Constable:-
  - (i) ensure the implications are communicated to staff; and
  - (ii) consider the introduction of a voluntary early retirement scheme prior to this date, the details of which to be approved by Staff Committee;
- (5) Staff Committee be authorised to take all necessary decisions in relation to the development and implementation of redundancy and early retirements schemes and oversee the management of such schemes which is delegated to the Chief Constable with the financial implications being reported to Finance Panel and the Authority as appropriate; and
- (6) Staff Committee to meet as required to progress the implementation of the process agreed in (2)–(5) above.

82. URGENT BUSINESS: CHIEF OFFICER - CONDITIONS OF SERVICE

The Chief Executive submitted a report which invited the Authority to consider a matter relating to a Chief Officer's conditions of service.

*RESOLVED:*

That the Deputy Chief Constable's fixed term appointment be extended to until 31 March 2011.

*Duration of meeting: The meeting commenced at 9.30am and finished at 1.10pm.*

Chairman \_\_\_\_\_ 5 January 2010