

**MINUTES OF THE
BUSINESS MANAGEMENT GROUP**

**Force Conference Room, Police Headquarters
(No. 1/09)**

Wednesday, 14th January 2009

Members' Attendance

Bernard Hogan-Howe	-	Chief Constable (Chairperson)
Bernard Lawson	-	Deputy Chief Constable
Simon Byrne	-	Assistant Chief Constable (Area Operations)
Andrew Stephens	-	Director of Resources
Chief Superintendent Ian Pilling	-	Area Commander - Sefton
Chief Superintendent Jon Ward	-	Area Commander - Wirral
Chief Superintendent John Young	-	Area Commander – Knowsley
Superintendent Peter Edge	-	Representing Area Commander – St Helens
Superintendent Bill McWilliam	-	Representing Area Commander – Liverpool North
Chief Superintendent Steve Ashley	-	Area Commander - Liverpool South
Superintendent Stuart Eckford	-	Area Support and Co-ordination Unit
D/Chief Superintendent Peter Currie	-	Force Crime Operations Unit
Chief Superintendent Darren Martland	-	Corporate Criminal Justice
D/Chief Superintendent Brain McNeill	-	Intelligence and Security Bureau
Chief Superintendent Dave Lewis	-	Calls and Crime Reporting Bureau
Superintendent Jon Roy	-	Representing Force Operations
Superintendent Julie Cooke	-	Representing Professional Standards Department
D/Chief Inspector Mike Shaw	-	Representing Matrix
Jayne Pugh	-	Head of Communication and Marketing
Madelaine Warburton	-	Representing Strategic Development Department
Alan Mears	-	Personnel Co-ordinator
John Hampson	-	Head of I.T. Department
Ian Leyland	-	Police Federation
Peter Dow	-	GMB/MPO
Paul Vautrinot	-	Strategic Development Department (Secretary)

Also Present

Jackie McCreaney	-	Personnel Department
Inspector Alistair Buckley	-	Estates Department

Observers

None

1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of:-

Patricia Gallan	-	Assistant Chief Constable (Operations Support)
Helen King	-	Assistant Chief Constable (Citizen Focus)
Colin Matthews	-	Assistant Chief Constable (Personnel)
Chief Superintendent Chris Armitt	-	Area Commander - St. Helens
Chief Superintendent Steve Watson	-	Area Commander - Liverpool North
Chief Superintendent Peter Brinkley	-	Strategic Development Department
Chief Superintendent Mike Baines	-	Professional Standards Department
D/Chief Superintendent Tony Doherty	-	Head of Force Operations
D/Chief Superintendent Steve Moore	-	Head of Matrix
Geoff Broadhead	-	Head of Finance

Mary Donnellan - Estates Management
Terry Doyle - Force Policies Manager
Carl Van Rooy - UNISON

OPEN MINUTES (Freedom of Information Act refers) and, under the Government Protective Marking Scheme, 'Not Protectively Marked'.

2. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 19th November 2008 were confirmed as a true and accurate record.

3. MATTERS ARISING

Significant updates were provided as follows:

Formation of Shadow Communication Team

Jayne Pugh referred to the agreement made at the previous meeting of BMG whereby a number of staff would be made available from certain Departments to assist the Communication and Marketing Department in providing management media support in the event of a critical, major or catastrophic incident. It was noted that a number of these individuals had yet to be identified.

Jayne Pugh

4. REPLACEMENT OF AIRWAVE HANDSETS

John Hampson reported on the sequence of the rollout of new Airwave handsets across the Force.

The Force had commenced a programme to upgrade all of its Airwave handsets, including implementation of a GPS facility to improve officers' safety and as an aid to the deployment of officers during operations such as firearms, or pre-planned events such as football matches.

At its meeting in November 2008, BMG agreed that the sequence of the rollout across the Force should match potential activity. Members asked to be informed of the new sequence in January. That sequence was confirmed as follows: Sefton (because it is the pilot BCU), followed by Liverpool North, Liverpool South and operational support units such as Matrix and Firearms teams, and then Knowsley, St Helens, the Wirral and the other support units. Distribution of the new handsets would commence in January 2009 and be completed by August 2009.

It was agreed that the benefits of the new handsets should be fully explained to all relevant staff.

**John
Hampson**

5. MOBILE TELEPHONY COSTS

John Hampson introduced a report that informed BMG of the Force's use of mobile telephony.

At BMG in October 2008, the meeting was presented with the Force's expenditure on telecommunications. Part of that presentation outlined the Force's use of mobile telephony. BMG noted that the Force had more than 3,000 mobile telephones and asked for a breakdown of these figures by Area/Department/Section to check that such numbers

were justified.

The position at the end of November 2008 was that the Force had 3,115 mobile telephony devices, comprising:

- 2,524 mobile telephones
- 421 Blackberries (of which 313 had been issued to staff and 108 bought as part of the trials of hand-held devices for police officers).
- 94 SIM cards - used to connect to ANPR vehicles and devices
- 76 SIM cards - used to connect building and personal alarms to control rooms

BMG agreed that a plan for reviewing the allocation of mobile telephones in BCUs/ Departments should be drawn up.

**John
Hampson**

6. ANALYSIS OF GRIEVANCES

Jackie McCreaney introduced a report that provided BMG with an analysis of grievances in respect of the period 2 July to 31 December 2008. The analysis included a breakdown of grievances by category, ethnicity and gender of the aggrieved members of staff.

BMG was reminded that the Fairness at Work Grievance Policy and Procedure had been revised in August 2007. The changes provided staff who formally invoked a grievance with a choice of resolution i.e. by arbitration, mediation or local line management process.

Following consideration of the report it was agreed that a further analysis be submitted to the next meeting of BMG on 25 February 2009. The report was to identify any trends and hotspots, together with the time taken (at each stage) to resolve grievances.

**Jackie
McCreaney**

7. RELEASE OF STAFF TO SPECIALIST DEPARTMENTS

Alan Mears introduced a report that informed BMG of the progress of measures designed to release staff to cover vacancies within specialist departments.

At its meeting on 19 November 2008, BMG discussed issues surrounding the level of support required when placing a number of probationer police officers within BCUs, but in particular the release of experienced officers to specialist departments, both of which could have a detrimental impact on operational policing if not carefully managed. In recognition of the issues raised, BMG was advised that police officers would be released to specialist departments on a phased basis. In order to examine the issues in more detail, it was agreed that a report should be submitted to the next meeting of BMG on 14th January 2009.

Since the BMG meeting in November, a number of steps had been taken to resolve the issue including:

- 19 police officer vacancies in specialist departments had been filled by staff from BCUs. Wherever possible, those staff had been backfilled by either student officers or experienced staff on transfer to the force from another force.
- 20 student officers and 7 transferees had joined the force in November 2008.

- There would be 3 double intakes of 40 student officers in each of the January, February and March 2009 intakes. In addition, 6 transferees would join the force in February 2009. All of these staff would be posted to BCUs.

BMG noted the report.

8. FORCE ESTABLISHMENT

Alan Mears introduced a report that updated BMG on the actual establishment position of Areas and Departments against the budgeted establishment.

The report gave details of the total budgeted establishment, together with the FTE (full time equivalent) staffing by Financially Accountable Unit (FAU) as at 31st December 2008.

Other than the above issue, BMG noted the report.

9. STRATEGIC DEVELOPMENT DEPARTMENT – MONTHLY DIGEST

Madelaine Warburton introduced the SDD monthly digest that gave a brief overview of recent developments that could have a significant impact on the Force.

BMG noted the report.

10. 2008/09 BUDGET MONITORING REPORT

Andrew Stephens introduced a report that advised BMG of the 2008/09 budget allocations for each Financially Accountable Unit (F.A.U.). The report also gave an estimate of the total expenditure to 31st March 2009, and highlighted expected variations between the budget and forecast expenditure.

BMG noted the report.

CLOSED MINUTES (Freedom of Information Act refers) and under the Government Protective Marking Scheme, 'Not Protectively Marked'.

11.

12.

13. ANY OTHER BUSINESS

No items were raised.

14. DATE OF NEXT MEETING

The next meeting of the Business Management Group will be held on **Wednesday, 25th February 2009 at Force Headquarters (Conference Suites), commencing at 1.30 pm.**

Items and papers for inclusion on the agenda **must** be submitted to

Paul Vautrinot, Strategic Development Department, by 5.00 pm on Wednesday, 11th February 2009. Please ensure that all papers are presented in the agreed format i.e. a standard frontispiece is attached to all submissions (one page only). Policies must be submitted using the force template and with relevant supporting documentation. (Copies available from Paul Vautrinot, Business Management, on extension 78022).

Please Note: BMG minutes can be provided in a larger font size upon request: contact Paul Vautrinot, Secretary to BMG on extension 78022. Minutes can also be viewed on the Force Intranet.

**MINUTES OF THE
BUSINESS MANAGEMENT GROUP**

**Force Conference Room, Police Headquarters
(No. 2/09)**

Wednesday, 25th February 2009

Members' Attendance

Bernard Hogan-Howe	-	Chief Constable (Chairperson) until departure at minute 8
Bernard Lawson	-	Deputy Chief Constable (Acting Chairperson) from minute 8
Colin Matthews	-	Assistant Chief Constable (Personnel)
Chief Superintendent Jon Ward	-	Area Commander – Wirral
Superintendent Phil Scarth	-	Representing Area Commander – Sefton
Superintendent Mike Edgley	-	Representing Area Commander - Knowsley
Chief Superintendent Chris Armitt	-	Area Commander - St. Helens
Chief Superintendent Steve Watson	-	Area Commander - Liverpool North
Superintendent Carl Krueger	-	Representing Area Commander – Liverpool South
Chief Superintendent Peter Brinkley	-	Strategic Development Department
D/Chief Superintendent Tony Doherty	-	Head of Force Operations
Chief Superintendent Mike Baines	-	Professional Standards Department
D/Chief Inspector Mike Shaw	-	Representing Matrix
D/Superintendent Steve Brougham	-	Representing Force Crime Operations Unit
Superintendent Alan Barr	-	Representing Intelligence and Security Bureau
Superintendent Phil Barr	-	Representing Corporate Criminal Justice
Superintendent Mike Martin	-	Representing Area Support and Co-ordination Unit
Superintendent Andrew Fisher	-	Representing ACC Citizen Focus
Shelly Dooley	-	Representing Calls and Crime Reporting Bureau
Jackie McCreaney	-	Representing Personnel Department
John Hampson	-	Head of I.T. Department
Geoff Broadhead	-	Head of Finance
Jayne Pugh	-	Head of Communication and Marketing
Terry Doyle	-	Force Policies Manager
Ian Leyland	-	Police Federation
Bill Burton	-	UNISON
Paul Vautrinot	-	Strategic Development Department (Secretary)

Also Present

Chief Inspector Alistair Buckley	-	Estates Management
A/D/Chief Inspector Paula Parker	-	Force Crime Operations Unit

Observers

None

1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of:-

Simon Byrne	-	Assistant Chief Constable (Area Operations)
Patricia Gallan	-	Assistant Chief Constable (Operations Support)
Helen King	-	Assistant Chief Constable (Citizen Focus)
Andrew Stephens	-	Director of Resources
Chief Superintendent Ian Pilling	-	Area Commander - Sefton
Chief Superintendent John Young	-	Area Commander – Knowsley
Chief Superintendent Steve Ashley	-	Area Commander - Liverpool South
D/Chief Superintendent Peter Currie	-	Force Crime Operations Unit

Chief Superintendent Darren Martland - Corporate Criminal Justice
D/Chief Superintendent Brain McNeill - Intelligence and Security Bureau
Chief Superintendent Andy Ward - Area Support and Co-ordination Unit
Chief Superintendent Dave Lewis - Calls and Crime Reporting Bureau
Alan Mears - Personnel Co-ordinator
Peter Dow - GMB/MPO

OPEN MINUTES (Freedom of Information Act refers) and, under the Government Protective Marking Scheme, 'Not Protectively Marked'.

2. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 14th January 2009 were confirmed as a true and accurate record.

3. MATTERS ARISING

Significant updates were provided as follows:

Mobile Telephony Costs

John Hampson indicated that a plan for reviewing the allocation of mobile telephones in BCUs/ Departments was still to be drawn up.

**John
Hampson**

4. INVESTIGATION OF INDECENT IMAGES OF CHILDREN POLICY

D/Chief Inspector Paula Parker introduced a report that was seeking approval of a new Investigation of Indecent Images of Children policy and procedure.

Within the Abusive Images Unit (AIU) procedures had evolved subsequent to Operation Ore, an international investigation based around Indecent Images of Children (IIOC). No formal force policy in respect of IIOC had previously existed. Staff conducting such investigations had relied upon national guidelines, most recently NPIA guidelines circulated in 2005. The IIOC policy and procedures would help the Force to comply with that guidance.

Following a short discussion, it was agreed that minor revisions to the policy were required, viz:-

- the objectives listed on page 1 be listed according to relative importance
- potential harm to the reputation of the Force be included within the risk assessment

Subject to the above amendments BMG agreed the policy, which was now to be implemented and communicated to all relevant staff.

**D/C/Insp
Parker**

5. HATE CRIME POLICY

Superintendent Fisher introduced a report that was seeking approval of a Hate Crime policy and procedure.

The last Hate Crime policy had been approved in 2002 and reviewed in 2004. Since that time there had been extensive changes to the way that Merseyside Police dealt with hate crime. The murder of Anthony Walker in 2005 was the catalyst for a launch of a Hate Crime Review by Merseyside Criminal Justice Board, examining systems and procedures used by the Criminal Justice partners. After extensive consultation and scrutiny of good practice, Merseyside Police made significant changes to the way in which it dealt with hate crime complaints. Operation FOXX saw an extensive review of hate crime investigation and the creation of BCU based SIGMA (Hate Crime Investigation) Units.

The updated policy aimed to improve the intelligence picture for the proactive tackling of hate crime; prevent the commission of hate crime; promote public reassurance and increase police visibility; and ensure all hate crimes/incidents were fully investigated through the Criminal Justice System, from the initial reporting to disposal stages. In so doing, the policy aimed to ensure that hate crimes were successfully investigated and prosecuted, hate crime offenders were held accountable for their actions and that victims received the best possible service and support.

BMG agreed the policy, which was to be implemented and communicated to all relevant staff.

**Chief
Inspector
Corcoran**

6. DIGNITY AT WORK POLICY

Jackie McCreaney introduced a report that was seeking approval of a Dignity at Work policy.

The Dignity at Work policy had been revised to include the Robertson Cooper definition of bullying and the new Standards of Professional Behaviour for Police Officers and Police Staff.

The Dignity at Work policy sought to ensure that all staff were able to achieve their full potential at work by creating a working environment which was free from all forms of harassment, discrimination, intimidation and bullying.

Following a short discussion, it was agreed that the following minor revisions to the policy were required, viz:-

- Page 7, para 2.7.7 – use of the word ‘robust’ within the following sentence: ‘...robust request from a manager to complete a piece of work within a specified time deadline.....’ was to be re-visited and replaced with a more explicit description - examples of what was deemed to be a reasonable managerial request to perform a task were to be included; the description was also to be balanced with and linked to para 4.8.1 (malicious complaints)
- Page 12, para 4.10.1 – to be made clear that this text applied to police staff only
- It was noted that police officers were unable to lodge a complaint against another serving police officer

BMG agreed that the policy was to be revised as outlined above and re-submitted to the next meeting of BMG on 22nd April 2009, following further consultation with relevant parties.

**Jackie
McCreaney**

7. DRAFT POLICING PLAN 2009 - 2012

Chief Superintendent Brinkley introduced a report that provided BMG with an opportunity to comment on a draft version of the Policing Plan.

Recognising that the Force was in the second year of a three year rolling plan, the draft Policing Plan 2009 – 2012 was largely consistent with the current Policing Plan. With the agreement of the Police Authority, it was considered more appropriate to refresh the Plan and reflect emerging issues, particularly in relation to public confidence and delivery of the Policing Pledge, rather than undertake a wholesale re-write.

BMG agreed the following minor revisions to the Plan:

- Page 7, first sentence – ‘Force Citizen Focus Team’ be amended to read: Force Citizen Focus Department. It was also noted that Citizen Focus had won the National Customer Service Week Award for the second successive year, principally for its involvement in Operation Morewood.

Subject to the above revisions, BMG agreed:

- a) that the draft Plan be presented to Chief Officers’ Morning Briefing on 27th February 2009;
- b) following final approval by Chief Officers on 27th February 2009, a final draft of the Plan be considered at the Police Authority meeting on 12th March 2009 seeking their approval.

**C/Supt
Brinkley**

8. BLUEPRINT FOR TOTAL POLICING 2009/10

Chief Superintendent Brinkley introduced a report that provided BMG with an opportunity to comment on the draft promises to be included within the next edition of the Blueprint.

It was noted that the Blueprint priorities for 2009/10 reflected priorities included within the draft Policing Plan.

BMG went on to discuss the draft promises and agreed, deleted or amended each in turn, ensuring those that remained were achievable and measurable.

It was agreed that owners of the draft promises consider observations made at the meeting and refresh the promises where necessary. The Blueprint, including final versions of promises, was to be re-submitted to BMG at its next meeting on 22nd April 2009.

**C/Supt
Brinkley**

9. ANALYSIS OF GRIEVANCES

Jackie McCreaney introduced a further analytical report in respect of grievances received under the Fairness at Work (Grievance) policy and procedure, as requested at the last meeting of BMG on 14th January 2009.

The report provided a further analysis of grievances covering the 6 month periods 1st January – 1st July 2008 and 2nd July 2008 – 31st December 2008 and included a breakdown by type, ethnicity and gender of the aggrieved members of staff.

BMG agreed that:

- a) the options available to staff for the resolution of grievances should be regularly promoted;
- b) an annual report be submitted to BMG in May 2009 - this report was to refer to grievance data recorded for the full financial year, 1st April 2008 to 31st March 2009, and provide comparative data and analysis with the previous 12-month period; and
- c) the analysis include an examination of the number and category of grievances which had resulted in Employment Tribunals as a result of a failure to resolve the grievance.

**Jackie
McCreaney**

10. FORCE ESTABLISHMENT

Assistant Chief Constable Matthews introduced a report that updated BMG on the actual establishment position of Areas and Departments against the budgeted establishment.

The report gave details of the total budgeted establishment, together with the FTE (full time equivalent) staffing by Financially Accountable Unit (FAU) as at 31st January 2009.

BMG agreed that a report giving details of the postings/allocation of the additional officers resulting from the 2009/10 budget be submitted to a future meeting of BMG.

Alan Mears

11. STRATEGIC DEVELOPMENT DEPARTMENT – MONTHLY DIGEST

Chief Superintendent Brinkley introduced the SDD monthly digest that gave a brief overview of recent developments that could have a significant impact on the Force.

BMG noted the report.

12. 2008/09 BUDGET MANAGEMENT REPORT

Geoff Broadhead introduced a report advising BMG of the 2008/09 budget allocations for each Financially Accountable Unit (F.A.U.). The report also gave an estimate of the total expenditure to 31st January 2009, together with a forecast of total expenditure to 31st March 2009. The report also highlighted expected variations between the budget and forecast expenditure.

BMG noted the report.

CLOSED MINUTES (Freedom of Information Act refers) and under the Government Protective Marking Scheme, 'Not Protectively Marked'.

13.
14. **ESTATES STRATEGY UPDATE – PROVISION OF GYM FACILITIES
WITHIN NEW AREA COMMAND CENTRES - OUTCOME OF
FURTHER CONSULTATION**

Chief Inspector Buckley introduced a report that informed BMG of the outcome of further consultation in respect of the inclusion of gymnasiums within the new Area Command Centres (ACCs), as requested at the BMG meeting in November 2008.

It was BMG's view that a gymnasium should feature in each of the new ACCs, providing that a subscription for use of the facilities be introduced and that the facilities were properly maintained and replaced when necessary.

15. **ESTATES STRATEGY UPDATE – RE PROVISION OF
REFRESHMENT FACILITIES WITHIN NEW AREA COMMAND
CENTRE**

Chief Inspector Buckley introduced a report that provided BMG with options for the provision of refreshment facilities within new Area Command Centres (ACCs).

It was BMG's view that, subject to the availability of funding, a limited catering service should be provided by a contract caterer within each ACC.

17. **ANY OTHER BUSINESS**

No items were raised.

18. **DATE OF NEXT MEETING**

The next meeting of the Business Management Group will be held on **Wednesday, 22nd April 2009 at Force Headquarters (Conference Suites), commencing at 1.30 pm.**

Items and papers for inclusion on the agenda **must** be submitted to Paul Vautrinot, Strategic Development Department, by 5.00 pm on Wednesday, 8th April 2009. Please ensure that all papers are presented in the agreed format i.e. a standard frontispiece is attached to all submissions (one page only). Policies must be submitted using the force template and with relevant supporting documentation. (Copies available from Paul Vautrinot, Business Management, on extension 78022).

Please Note: BMG minutes can be provided in a larger font size upon request: contact Paul Vautrinot, Secretary to BMG on extension 78022. Minutes can also be viewed on the Force Intranet.

**MINUTES OF THE
BUSINESS MANAGEMENT GROUP**

**Force Conference Room, Police Headquarters
(No. 3/09)**

Wednesday, 22nd April 2009

Members' Attendance

Bernard Hogan-Howe	-	Chief Constable (Chairperson)
Helen King	-	Assistant Chief Constable (Area Operations)
Colin Matthews	-	Assistant Chief Constable (Personnel)
Steve Moore	-	T/Assistant Chief Constable (Operations Support)
Andrew Stephens	-	Director of Resources
Chief Superintendent Ian Pilling	-	Area Commander - Sefton
Superintendent Mike Cloherty	-	Representing Area Commander - Wirral
Chief Superintendent John Young	-	Area Commander – Knowsley
Superintendent Rob Carden	-	Representing Area Commander – St Helens
Chief Superintendent Steve Watson	-	Area Commander - Liverpool North
Chief Superintendent Steve Ashley	-	Area Commander - Liverpool South
Chief Superintendent Peter Brinkley	-	Strategic Development Department
D/Chief Superintendent Tony Doherty	-	Head of Force Operations
D/Chief Superintendent Brian McNeill	-	Force Crime Operations Unit
Chief Superintendent Darren Martland	-	Corporate Criminal Justice
D/Chief Superintendent Steve Brougham	-	Intelligence and Security Bureau
Superintendent Julie Cooke	-	Representing Professional Standards Department
Superintendent Nick Phillips	-	Representing Calls and Crime Reporting Bureau
Chief Inspector Ray Beirne	-	Representing Matrix
Alan Mears	-	Personnel Co-ordinator
John Hampson	-	Head of I.T. Department
Geoff Broadhead	-	Head of Finance
Terry Doyle	-	Force Policies Manager
Bill Burton	-	UNISON
Peter Dow	-	GMB/MPO
Paul Vautrinot	-	Strategic Development Department (Secretary)

Also Present

Superintendent Alan Barr	-	Intelligence and Security Bureau
Joanne Kelland-Owen	-	Citizen Focus (Personnel)

Observers

None

1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of:-

Bernard Lawson	-	Deputy Chief Constable
Patricia Gallan	-	Assistant Chief Constable (Citizen Focus)
Chief Superintendent Jon Ward	-	Area Commander – Wirral
Chief Superintendent Chris Armitt	-	Area Commander - St. Helens
Chief Superintendent Mike Baines	-	Professional Standards Department
Chief Superintendent Dave Lewis	-	Calls and Crime Reporting Bureau
Jayne Pugh	-	Communication and Marketing
Ian Leyland	-	Police Federation
Jackie McCreaney	-	Personnel Department

OPEN MINUTES (Freedom of Information Act refers) and, under the Government Protective Marking Scheme, 'Not Protectively Marked'.

2. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 25th February 2009 were confirmed as a true and accurate record.

3. MATTERS ARISING

Significant updates were provided as follows:

Mobile Telephony

John Hampson informed BMG that a system had been put in place that enabled greater scrutiny and more robust management of mobile phones. The system could identify the type of device, its function and, moreover, to which Financial Accountable Unit it had been assigned.

Members agreed that a half yearly report should be submitted to BMG at its meeting on 21st October 2009 giving a breakdown of mobile phone allocation within Areas and Departments, principally to check for any disproportionality in the number of devices issued.

**John
Hampson**

4. DIGNITY AT WORK POLICY

Alan Mears introduced a report that was seeking approval of a revised Dignity at Work Policy.

The Dignity at Work Policy had been revised to include the Robertson Cooper definition of bullying and the new Standards of Professional Behaviour for Police Officers and Police Staff.

The Dignity at Work Policy sought to ensure that all staff were able to achieve their full potential at work by creating a working environment which was free from all forms of harassment, discrimination, intimidation and bullying.

The policy had been presented to BMG at its meeting on 25th February 2009, where it was agreed that relatively minor amendments were required and that the policy should be re-submitted to BMG at its next meeting in April.

BMG agreed the revised Dignity at Work Policy, which was now to be implemented and communicated to all staff.

**Jackie
McCreaney**

5. BLUEPRINT FOR TOTAL POLICING 2009/10

Chief Superintendent Brinkley introduced a report on the Blueprint for Total Policing 2009/10.

The 9 priorities contained within the Blueprint, consistent with those identified in the Policing Plan 2009/12, comprises a number of promises. An initial draft of the Blueprint promises was presented to BMG at its meeting on 25th February 2009, where it was agreed that 'owners of the draft promises consider observations made at the meeting and refresh the promises where necessary' and that 'final versions of promises were to be re-submitted to BMG at its next meeting on 22nd April 2009.'

An amended version of the Blueprint promises was now presented to BMG for final approval. BMG considered each of the amended promises, making some final adjustments where necessary.

BMG agreed that:

- a) final amendments to the promises be made prior to publication of the Blueprint for Total Policing;
- b) SDD liaise with an external agency to produce a glossy version of the Blueprint. Images used within Blueprint were to take cognisance of diversity issues;
- c) As in previous years, all staff were to be issued with a personal copy;
- d) Consideration be given to the provision of a poster/ fold -out version of the Blueprint;
- e) An alternative background colour to that used on the front cover of last year's Blueprint be used on this year's Blueprint (so as to easily distinguish this year's edition)
- f) A final version of the Blueprint be presented to the Chief Officers' Morning Briefing on Friday, 24th April 2009; and
- g) On a related subject, checks be made on the long term funding arrangements and use of the Drone, specifically, use in windy conditions and duration of battery.

**C/Supt
Brinkley**

Supt Cooke

6. PREVENT DELIVERY STRUCTURE

Superintendent Barr introduced a report that was seeking approval of a proposed Force-wide PREVENT delivery structure.

The PREVENT agenda originated from the Government's CONTEST strategy, designed to combat international terrorism. The proposal presented to BMG outlined the delivery structure and aimed to embed PREVENT within day to day operational policing.

It was noted that PREVENT was divided into 8 key strands and that each strand was allocated to a Force lead at Superintendent level or equivalent to provide ownership and accountability for delivery of their area of responsibility. Each strand lead was to review and develop their action plan, whilst identifying the best method for delivering their strand actions.

BMG also noted that the overall responsibility for delivery of PREVENT would remain with ACC Operational Support.

BMG agreed the PREVENT delivery structure, which was to implemented and communicated to all relevant staff.

**Supt Alan
Barr**

7. 2008/09 BUDGET MANAGEMENT REPORT

Geoff Broadhead introduced a report that advised BMG of the 2008/09 budget allocations for each Financially Accountable Unit (F.A.U.). The report also gave an estimate of the total expenditure to 31st March 2009, and highlighted expected variations between the budget and forecast expenditure.

BMG noted the importance of forecasting expenditure accurately and ensuring that underspends were kept to a minimum.

Apart from the above issue, BMG noted the report.

8. FORCE ESTABLISHMENT

Alan Mears introduced a report that updated BMG on the actual establishment position of Areas and Departments against the budgeted establishment.

The report gave details of the total budgeted establishment, together with the FTE (full time equivalent) staffing by Financially Accountable Unit (FAU) as at 31st March 2009.

BMG noted that a Gold Resourcing Group had been established to address issues of BCU and Departmental resourcing and ensure effective co-ordination and movement of resources agreed by the Chief Officer Group and the Police Authority, including the additional police posts approved in the 2009/10 budget.

BMG noted the report.

9. STRATEGIC DEVELOPMENT DEPARTMENT – MONTHLY DIGEST

Chief Superintendent Brinkley introduced the SDD monthly digest that gave a brief overview of recent developments which could have a significant impact on the Force.

BMG noted the report.

CLOSED MINUTES (Freedom of Information Act refers) and under the Government Protective Marking Scheme, 'Not Protectively Marked'.

10. WITNESS PROTECTION

D/Chief Superintendent McNeill introduced a report that was seeking approval of a Witness Protection Policy, to replace the existing Intimidated and Vulnerable Witnesses Policy.

The policy acknowledged the placing of witness protection onto a statutory footing via the Serious Organised Crime and Police Act 2005. It set out the responsibilities of the Witness Assistance Unit and provided guidance for Areas and Departments regarding cases that fell short of the need to grant 'protected status' to witnesses or other persons. The policy included the adoption of an Intimidation Scorecard, to assist officers in assessing the risk created where intimidation factors were present. The appropriate protection services would be identified using a witness protection toolkit which provided for a series of escalating responses tailored to the risk.

BMG agreed the Witness Protection policy, which was now to be implemented and communicated to all relevant staff.

**D/C/Supt
McNeill**

11. MUTUAL AID COST RECOVERY – ACPO GUIDANCE

Andrew Stephens introduced a report that advised BMG of ACPO guidance on charging for police services, specifically mutual aid cost recovery, and sought approval to adopt the protocols.

The guidance brought clarity to the nature of various types of mutual aid deployment, graded mutual aid according to the level of disruption to the police, brought in a number of enhanced charging bands for specialist resources, harmonised the calculation of daily rates and provided charging guidance for sundry items such as the provision of vehicles, mileage and administration 'mark ups'.

BMG agreed:

- a) to adopt the guidance and, consequently, the proposed charging arrangements for immediate use (effective 1 April 2009) within Merseyside Police;
- b) the guidance should be communicated to all relevant staff; and
- c) that further consideration be given to charging arrangements in relation to horses loaned to other forces.

**Geoff
Broadhead**

13. SERVICE LEVEL AGREEMENT (FINANCE)

Andrew Stephens introduced a report that was seeking approval of a Finance Department Service Level Agreement (SLA).

In August 2008, as part of the Structures and Ratios project, the Finance Project Team created an SLA to capture key service related elements between the new Operational Support Team and devolved budget holders.

BMG agreed that consideration of the SLA be deferred to the next meeting on 27th May 2009. The report was to include a full consultation log and review arrangements.

**Geoff
Broadhead**

14. ESTATES STRATEGY UPDATE

Andrew Stephens introduced an information report that updated BMG on the Estate Strategy.

BMG noted the report.

16. **ANY OTHER BUSINESS**

No items were raised.

17. **DATE OF NEXT MEETING**

The next meeting of the Business Management Group will be held on **Wednesday, 27th May 2009 at Force Headquarters (Conference Suites), commencing at 1.30 pm.**

Items and papers for inclusion on the agenda **must** be submitted to Paul Vautrinot, Strategic Development Department, by 5.00 pm on Wednesday, 13th May 2009. Please ensure that all papers are presented in the agreed format i.e. a standard frontispiece is attached to all submissions (one page only). Policies must be submitted using the force template and with relevant supporting documentation. (Copies available from Paul Vautrinot, Business Management, on extension 78022).

Please Note: BMG minutes can be provided in a larger font size upon request: contact Paul Vautrinot, Secretary to BMG on extension 78022. Minutes can also be viewed on the Force Intranet.

**MINUTES OF THE
BUSINESS MANAGEMENT GROUP**

**Force Conference Room, Police Headquarters
(No. 4/09)**

Wednesday, 27th May 2009

Members' Attendance

Bernard Hogan-Howe	-	Chief Constable (Chairperson)
Bernard Lawson	-	Deputy Chief Constable
Colin Matthews	-	Assistant Chief Constable (Personnel)
Andrew Stephens	-	Director of Resources
Chief Superintendent Ian Pilling	-	Area Commander - Sefton
Superintendent Mike Cloherty	-	Representing Area Commander - Wirral
Chief Superintendent Chris Armit	-	Area Commander - St. Helens
Superintendent Mike Edgley	-	Representing Area Commander – Knowsley
Superintendent Graham Yip	-	Representing Area Commander – Liverpool North
Chief Superintendent Steve Ashley	-	Area Commander - Liverpool South
D/Chief Superintendent Brian McNeill	-	Force Crime Operations Unit
Chief Superintendent Darren Martland	-	Corporate Criminal Justice
D/Chief Superintendent Steve Brougham	-	Intelligence and Security Bureau
Chief Superintendent Mike Baines	-	Professional Standards Department
Geoff Broadhead	-	Head of Finance
Superintendent Nick Phillips	-	Representing Calls and Crime Reporting Bureau
Chief Inspector Geoff Williams	-	Representing Matrix
Chief Inspector Julie Ellison	-	Representing Force Operations
Eddie Williams	-	Representing Strategic Development Department
Richard Carter	-	Representing I.T. Department
Jackie McCreaney	-	Representing Personnel Department
Terry Doyle	-	Force Policies Manager
Kath Kane	-	Representing Police Federation
Bill Burton	-	UNISON
Paul Vautrinot	-	Strategic Development Department (Secretary)

Also Present

Chief Inspector Jeanette Wrigley	-	Citizen Focus
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Observers

None

1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of:-

Helen King	-	Assistant Chief Constable (Area Operations)
Patricia Gallan	-	Assistant Chief Constable (Citizen Focus)
Steve Moore	-	A/Assistant Chief Constable (Operations Support)
Andy Ward	-	Temporary Assistant Chief Constable
Chief Superintendent Jon Ward	-	Area Commander – Wirral
Chief Superintendent John Young	-	Area Commander – Knowsley
Chief Superintendent Steve Watson	-	Area Commander - Liverpool North
Chief Superintendent Peter Brinkley	-	Strategic Development Department
Chief Superintendent Dave Lewis	-	Calls and Crime Reporting Bureau
D/Chief Superintendent Tony Doherty	-	Area Support & Co-ordination Unit
T/Chief Superintendent John Martin	-	Force Operations

Jayne Pugh	-	Communication and Marketing
Alan Mears	-	Personnel Co-ordinator
John Hampson	-	Head of I.T. Department
Ian Leyland	-	Police Federation
Peter Dow	-	GMB/MPO

OPEN MINUTES (Freedom of Information Act refers) and, under the Government Protective Marking Scheme, 'Not Protectively Marked'.

2. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 22nd April 2009 were confirmed as a true and accurate record.

3. MATTERS ARISING

Significant updates were provided as follows:

Mutual Aid Cost Recovery – ACPO Guidance

Andrew Stephens referred to the ACPO guidance on mutual aid cost recovery and to the charging arrangements considered at the last meeting of BMG on 22nd April 2009. The charging arrangements had been agreed, subject to further consideration of arrangements in relation to horses loaned to other forces. In this respect, Mr Stephens outlined three options for future charging arrangements. Following a short discussion it was agreed that the Force implement a two tier charging system i.e. Metropolitan forces were to be charged twice the cost proposed under ACPO guidance with the remaining forces being charged as per ACPO guidance.

**Geoff
Broadhead**

4. REASSURANCE VISITS BY POLICE COMMUNITY SUPPORT AND TRAFFIC OFFICERS (PCS&TOs) - STANDARDS

Chief Inspector Wrigley introduced a report that was seeking approval of a set of minimum standards to be achieved for reassurance visits conducted by PCS&TOs.

The set of minimum standards sought to ensure that reassurance visits remained victim focused, improved victim satisfaction and met the Merseyside Police commitment to the delivery of the Policing Pledge.

BMG discussed the minimum standards, whereupon it was agreed that:

- a) an agreed definition of visits to be performed by PCS&TOs in relation to incidents concerning anti-social behaviour was to be drawn up in consultation with Area Commanders;
- b) further consideration be given to the possible future recording of incidents by PCSO&TOs on Niche;
- c) subject to the above issues being resolved, the set of minimum standards relating to reassurance visits conducted by PCS&TOs be implemented force-wide.

**D/C/Supt
Doherty**

Supt Fisher

Supt Fisher

5. **STRATEGIC DEVELOPMENT DEPARTMENT – MONTHLY DIGEST**

Eddie Williams introduced the SDD monthly digest that gave a brief overview of recent developments which could have a significant impact on the Force.

D/Chief Superintendent McNeill drew attention to the item entitled “ACPO/NPIA Briefing Paper (2009) European Arrest Warrants” and, in particular, raised a concern over the issue of arrest warrants for persons currently residing in or visiting this country on behalf of a foreign country, and the subsequent time consuming task involved in conveying/ escorting the detainee to a particular airport. Following a short discussion it was agreed that a report on this subject be submitted to the next meeting of BMG on 22nd July 2009.

**D/Chief Supt
McNeill**

Other than the above issue, BMG noted the report.

CLOSED MINUTES (Freedom of Information Act refers) and under the Government Protective Marking Scheme, ‘Not Protectively Marked’.

10. **ANY OTHER BUSINESS**

No items were raised.

11. **DATE OF NEXT MEETING**

The next meeting of the Business Management Group will be held on **Wednesday, 22nd July 2009 at Force Headquarters (Conference Suites), commencing at 1.30 pm.**

Items and papers for inclusion on the agenda **must** be submitted to Paul Vautrinot, Strategic Development Department, by 5.00 pm on Wednesday, 8th July 2009. Please ensure that all papers are presented in the agreed format i.e. a standard frontispiece is attached to all submissions (one page only). Policies must be submitted using the force template and with relevant supporting documentation. (Copies available from Paul Vautrinot, Business Management, on extension 78022).

Please Note: BMG minutes can be provided in a larger font size upon request: contact Paul Vautrinot, Secretary to BMG on extension 78022. Minutes can also be viewed on the Force Intranet.

**MINUTES OF THE
BUSINESS MANAGEMENT GROUP**

**Force Conference Room, Police Headquarters
(No. 5/09)**

Wednesday, 22nd July 2009

Members' Attendance

Bernard Hogan-Howe	-	Chief Constable (Chairperson)
Bernard Lawson	-	Deputy Chief Constable
Helen King	-	Assistant Chief Constable (Area Operations)
Andy Ward	-	Temporary Assistant Chief Constable (Operations Support)
Andrew Stephens	-	Director of Resources
Chief Superintendent Jon Ward	-	Area Commander – Wirral
Chief Superintendent Ian Pilling	-	Area Commander - Sefton
Chief Superintendent Chris Armitt	-	Area Commander - St. Helens
Chief Superintendent John Young	-	Area Commander – Knowsley
Superintendent Bill McWilliam	-	Representing Area Commander – Liverpool North
Chief Superintendent Steve Ashley	-	Area Commander - Liverpool South
D/Chief Superintendent Brian McNeill	-	Force Crime Operations Unit
Chief Superintendent Mike Baines	-	Professional Standards Department
Chief Superintendent Dave Lewis	-	Calls and Crime Reporting Bureau
D/Chief Superintendent Tony Doherty	-	Area Support & Co-ordination Unit
T/Chief Superintendent John Martin	-	Force Operations
D/Chief Superintendent Steve Moore	-	Matrix
Superintendent Mike Shaw	-	Representing Intelligence and Security Bureau
Alan Mears	-	People Development
John Hampson	-	Head of I.T. Department
Geoff Broadhead	-	Head of Finance
Helen Selby	-	Representing Strategic Development Department
Sue McTaggart	-	Representing Corporate Criminal Justice
Terry Doyle	-	Force Policies Manager
Kath Kane	-	Representing Police Federation
Bill Burton	-	UNISON
Peter Dow	-	GMB/MPO
Paul Vautrinot	-	Strategic Development Department (Secretary)

Also Present

Chief Inspector Jeanette Wrigley	-	Citizen Focus
Chief Inspector Chris Markey	-	Roads Policing
Chief Inspector Kevin Wellens	-	Liverpool North
Nikki Boardman	-	Information Bureau
Jackie McCreaney	-	People Development

Observers

D/Inspector Mark Smith	-	Force Crime Operations Unit
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1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of:-

Colin Matthews	-	Assistant Chief Constable (People Development)
Patricia Gallan	-	Assistant Chief Constable (Citizen Focus)
Chief Superintendent Steve Watson	-	Area Commander - Liverpool North

Chief Superintendent Peter Brinkley	-	Strategic Development Department
Chief Superintendent Darren Martland	-	Corporate Criminal Justice
D/Chief Superintendent Steve Brougham-		Intelligence and Security Bureau
Jayne Pugh	-	Communication and Marketing
Ian Leyland	-	Police Federation

OPEN MINUTES (Freedom of Information Act refers) and, under the Government Protective Marking Scheme, 'Not Protectively Marked'.

2. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 27th May 2009 were confirmed as a true and accurate record.

3. MATTERS ARISING

Significant updates were provided as follows:

3.1 Mutual Aid Cost Recovery

Geoff Broadhead informed BMG that all relevant forces had been notified of the Merseyside Police level of charges that applied to the loan of horses.

3.2 Analysis of Grievances

Jackie McCreaney informed BMG that a meeting had been arranged with the Police Federation to discuss ways in which informal grievances could be captured and recorded.

4. DEPLOYMENT OF OFFICERS WITH TASER POLICY

Chief Inspector Wellens introduced a report that was seeking approval of a policy for the management and deployment of staff with Taser.

Following a successful national pilot, the Home Secretary agreed to a wider extension of Taser to unarmed staff. Merseyside had been one of ten forces involved in the national pilot. As a result the force had progressed a proposal to train and deploy one third of all patrol staff in BCUs up to the end of February 2010.

A force policy "Deployment of Taser in Non-Firearms Situations" had been in existence, having been agreed at BMG in August 2007. The policy was developed to govern the deployment of Armed Response Vehicles with a "taser only" authority and Matrix Disruption as part of the national pilot. This policy had now been reviewed and revised to cater for the wider deployment of patrol staff. It was noted that, due to time constraints surrounding the project, the changes in policy had been shared with Chief Officers at a morning briefing on Friday 3rd July 2009. Following some clarification Chief Officers accepted the proposed amendments. Pending approval at BMG it was intended that the wider deployment of Taser would proceed on Monday 27th July 2009.

BMG discussed the process whereby checks were made in respect of officers subject to discipline/ misconduct to determine their suitability to carry Taser (paragraph 3.3.2 of the policy refers). BMG was advised that Professional Standards would need to develop a new system should the Department be required to update complaints against officers in this regard, rather than line management.

BMG confirmed that line managers should update officers' records in relation to discipline/misconduct and, taking cognisance of such records, decide upon the suitability of officers to carry Taser devices. However, Professional Standards Department were to continue to act as a final safeguard in this regard.

BMG went on to agree the policy, which was to be implemented and communicated to all relevant staff, and monitored in relation to officers' discipline/misconduct records.

**Chief Insp
Wellens**

5. SEIZURE AND RETENTION OF MOTOR VEHICLES POLICY

Chief Inspector Markey introduced a report that was seeking approval of a revised policy regarding the seizure and retention of Motor Vehicles - Uninsured or Driven by Unlicensed Drivers.

In 2005 legislation was introduced authorising the removal of vehicles from the road that were either uninsured or being driven by an unlicensed driver. In response to this, Merseyside Police launched Operation Tango. In February 2006 a policy titled 'Removal of Vehicles From The Road' was approved by BMG. This policy concerned the removal of all vehicles irrespective of legislative powers. In 2008 a review of Operation Tango recommended that a separate policy should cover the seizure of vehicles under Section 152 Serious Organised Crime and Police Act 2005.

BMG noted that the new policy covered both the seizure and retention of a vehicle for a period 14 days but did not cover any procedures associated with the subsequent disposal.

BMG agreed the policy, which was now to be implemented and communicated to all relevant staff.

**Chief Insp
Markey**

It was also agreed that a disposal policy should be drafted to ensure compliance with the Retention and Disposal of seized Motor Vehicle Regulations 2005.

**Chief Insp
Fletcher**

6. FOREIGN (EUROPEAN) NATIONALS – OBTAINING CRIMINAL RECORDS POLICY

Nikki Boardman introduced a report that was seeking approval of a Foreign (European) Nationals – Obtaining Criminal Records policy.

Under EU Framework arrangements 2006, the ACPO Criminal Records Office (ACRO) had the ability to retrieve criminal records from member states and provide them to Forces upon request in relation to any Foreign National who had come to the notice of the police in the UK. Similarly, it could provide criminal record histories to member states for UK nationals arrested in the EU. In 2008, ACRO became fully resourced to offer and provide this service to all Forces. The policy tabled before BMG allowed Merseyside Police to make full use of that service, and remove any knowledge or procedural blockages to obtaining such information.

BMG agreed the policy, which was to be implemented and communicated to all relevant staff. It was also agreed that the frequency with which the provisions of the policy were used within BCUs was to be reported to Area Performance meetings.

**Nikki
Boardman**

**7. POLICE COMMUNITY SUPPORT AND TRAFFIC OFFICERS –
PERSONAL PROTECTION EQUIPMENT**

Chief Inspector Wrigley introduced a report that informed BMG of the current guidance on the issue of personal protective equipment issue to Merseyside Police Community & Support Officers (PCS&TOs) and requested that members reaffirm that guidance.

The report had been prompted by a request for clarification in respect of the personal protective equipment issued to PCS&TOs and an expression of concern that it did not reflect the power to detain. BMG was reminded that PCS&TOs in Merseyside had the power to detain since April 2006 and that there had been no recent change in this regard. The Force Extended Police Family (EPF) Co-ordinator had developed guidelines for the Management & Deployment of PCS&TOs. These guidelines stated that PCS&TOs should be provided with equipment to ensure that they could offer a visible presence to the general public and carry out the duties associated with their role, and that PCS&TOs were provided with black overt body armour. The wearing of body armour was subject to the same principles that applied to police officers, i.e. it must be worn if a risk assessment decrees it to be mandatory for patrol in a given area or at a given time. These guidelines had not changed.

It was noted that the issue of personal protective equipment would continue to be monitored by the Health and Safety Steering Group.

BMG re-affirmed existing guidance on the issue of protective equipment to PCS&TOs, which was to be communicated to all relevant staff.

**Chief Insp
Wrigley**

**8. POLICE COMMUNITY SUPPORT AND TRAFFIC OFFICERS –
REASSURANCE VISITS**

Chief Inspector Wrigley introduced a report that provided BMG with information to enable further consideration to be given to the future recording on Niche of reassurance visits conducted by PCS&TOs and to present two options for progressing this issue.

In July 2008 and February 2009 respectively, papers were put before the Chief Officer Group in order to determine whether PCS&TOs should have access to Niche for the purpose of updating the Niche victim contact logs following a reassurance visit. Chief Officers agreed that a process trialled by Liverpool South, whereby Customer Service Desk staff updated Niche on behalf of the PCS&TO was to be implemented force-wide until such time as a solution incorporating the use of Blackberry devices had been developed.

BMG deferred consideration of the two options presented at the meeting, preferring instead to speed up the issue of Blackberries to PCS&TOs to enable them to record reassurance visits via such devices. Access to Niche would be restricted to updating of contacts only. However, it was recognised that use of Blackberries for this purpose would take at least 6 months to develop and require a re-scheduling of other IT projects. Therefore it was agreed that the issue should be remitted to the IT Steering Group meeting on 18 August 2009; BMG was to be informed of the outcome at its meeting on 21st October 2009.

**Chief Insp
Wrigley/
John
Hampson**

9. FORCE FINANCIAL INSTRUCTIONS 2009/10

Geoff Broadhead introduced a report that informed BMG of revisions to the Force Financial Instructions.

The Force Financial Instructions had been amended to reflect recent developments in systems, for instance the upgrade of the financial system and e-procurement. The document now also provided greater explanation as to why various instructions were required, and included an expansion of the section dealing with expenditure and payments.

Members raised several issues, whereupon it was agreed that;

- a) the instructions be amended to reflect the fact that quotations and tenders were received via email, as well as by post;
- b) a list of responsibilities incumbent upon Area Commanders and each Departmental Head was to be drawn up and circulated accordingly (it was noted that budget holders were to receive training in this regard in the coming months);
- c) firm guidance on charitable donations was to be included in the instructions;
- d) Pending the above revisions the Force Financial Instructions were to be distributed to all budget holders and others responsible for financial management and related financial systems within the Force for their information and compliance.

**Geoff
Broadhead**

10. FORCE ESTABLISHMENT

Alan Mears introduced a report that updated BMG on the actual establishment position of BCUs and Departments against the budgeted establishment as at 30th June 2009. The report also gave details of the projected full time equivalent staffing by Financially Accountable Unit.

BMG noted the report.

11. STRATEGIC DEVELOPMENT DEPARTMENT – MONTHLY DIGEST

Helen Selby introduced the SDD monthly digest that gave a brief overview of recent developments which could have a significant impact on the Force.

BMG noted the report.

12. **BUDGET MONITORING**

Andrew Stephens introduced a report that advised BMG of the 2009/10 budget positions for each Financially Accountable Unit, showed the overall financial position as at 30th June 2009, and highlighted variations between profiled budget and actual expenditure.

BMG noted the report.

CLOSED MINUTES (Freedom of Information Act refers) and under the Government Protective Marking Scheme, 'Not Protectively Marked'.

16. **ANY OTHER BUSINESS**

No items were raised.

17. **DATE OF NEXT MEETING**

The next meeting of the Business Management Group will be held on **Wednesday, 26th August 2009 at Force Headquarters (Conference Suites), commencing at 1.30 pm.**

Items and papers for inclusion on the agenda **must** be submitted to Paul Vautrinot, Strategic Development Department, by 5.00 pm on Wednesday, 12th August 2009. Please ensure that all papers are presented in the agreed format i.e. a standard frontispiece is attached to all submissions (one page only). Policies must be submitted using the force template and with relevant supporting documentation. (Copies available from Paul Vautrinot, Business Management, on extension 78022).

Please Note: BMG minutes can be provided in a larger font size upon request: contact Paul Vautrinot, Secretary to BMG on extension 78022. Minutes can also be viewed on the Force Intranet.

**MINUTES OF THE
BUSINESS MANAGEMENT GROUP**

**Force Conference Room, Police Headquarters
(No. 6/09)**

Wednesday, 26th August 2009

Members' Attendance

Bernard Hogan-Howe	-	Chief Constable (Chairperson)
Bernard Lawson	-	Deputy Chief Constable
Colin Matthews	-	Assistant Chief Constable (People Development)
Patricia Gallan	-	Assistant Chief Constable (Citizen Focus)
Andrew Stephens	-	Director of Resources
Superintendent Mike Cloherty	-	Representing Area Commander - Wirral
Chief Superintendent Ian Pilling	-	Area Commander - Sefton
Chief Superintendent John Young	-	Area Commander - Knowsley
Superintendent Rob Carden	-	Representing Area Commander – St. Helens
Chief Superintendent Steve Watson	-	Area Commander - Liverpool North
Chief Superintendent Steve Ashley	-	Area Commander - Liverpool South
D/Chief Superintendent Brian McNeill	-	Force Crime Operations Unit
Chief Superintendent Mike Baines	-	Professional Standards Department
D/Chief Superintendent Tony Doherty	-	Area Support & Co-ordination Unit
T/Chief Superintendent John Martin	-	Force Operations
Chief Superintendent Peter Brinkley	-	Strategic Development Department
Chief Superintendent Darren Martland	-	Corporate Criminal Justice
Superintendent Nick Phillips	-	Representing Calls and Crime Reporting Bureau
Geoff Broadhead	-	Head of Finance
Claire Caton	-	Representing Communication and Marketing Department
Terry Doyle	-	Force Policies Manager
Ian Leyland	-	Police Federation
Les Whatling	-	Representing Unison
Peter Dow	-	GMB/MPO
Paul Vautrinot	-	Strategic Development Department (Secretary)

1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of:-

Helen King	-	Assistant Chief Constable (Area Operations)
Andy Ward	-	Temporary Assistant Chief Constable (Operations Support)
Chief Superintendent Jon Ward	-	Area Commander - Wirral
Chief Superintendent Chris Armit	-	Area Commander - St. Helens
Chief Superintendent Dave Lewis	-	Calls and Crime Reporting Bureau
Alan Mears	-	Head of HR Operations
John Hampson	-	Head of I.T. Department
Jayne Pugh	-	Communication and Marketing
Bill Burton	-	UNISON

OPEN MINUTES (Freedom of Information Act refers) and, under the Government Protective Marking Scheme, 'Not Protectively Marked'.

2. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 22nd July 2009 were confirmed as a true and accurate record.

3. MATTERS ARISING

Significant updates were provided as follows:

3.1 Foreign (European) Nationals Obtaining Criminal Records Policy

It was agreed that the frequency with which the provisions of the policy was used within BCUs should be reported to Area Performance Meetings on a quarterly basis.

**Nikki
Boardman**

3.2 Cycle to Work Scheme

With reference to the Cycle to Work Scheme, to be introduced with effect from 1st September 2009, it was agreed that early interest in the Scheme and the number of applications received should be reported to the next meeting of BMG on 21st October 2009.

Stan Byrne

4. ASSISTED SUICIDE POLICY

D/C/Superintendent McNeill introduced a report that was seeking formal approval of a policy/investigation procedure in relation to incidents of assisted suicide.

Following a number of cases of assisted suicide being investigated within the Force area, Chief Officers had requested that a policy should be drafted. Consequently, a policy had been drafted and informally observed for some time. Indeed the policy had been recognised as national good practice and adopted by a number of other forces. Currently the policy was being considered as the basis for the national circulation by the National Policing Improvement Agency and Homicide Working Group.

BMG formally approved the policy which was to be communicated to all relevant parties. It was also agreed that the policy be discussed at the next meeting of the Force Crime Investigation Unit D/Inspectors meeting.

**D/C/Supt
McNeill**

5. FORCE ESTABLISHMENT

ACC Matthews introduced a report that updated BMG on the actual establishment position of the Force, BCUs and Departments against the budgeted establishment as at 31st July 2009. The report also gave details of the projected full time equivalent staffing by Financially Accountable Unit.

BMG agreed that the outcome of the review of police staff vacancies should be considered at a future meeting of BMG.

**HR
Recruitment
Manager**

Other than the above, BMG noted the report.

6. **STRATEGIC DEVELOPMENT DEPARTMENT – MONTHLY DIGEST**

Chief Superintendent Brinkley introduced the SDD monthly digest that gave a brief overview of recent developments, which could have a significant impact on the Force.

BMG noted the report.

7. **COMPLAINTS AND CIVIL LITIGATION PERFORMANCE**

Chief Superintendent Baines introduced a report that highlighted a rise in complaints against the police and an increase in civil litigation costs. The report also presented plans for reduced risk in terms of damages and legal costs and sought to develop and enhance professionalism. The report went on to propose a system for ensuring complaints accountability together with a performance framework for BCUs and Departments. Finally the report also informed members of the new IPCC performance framework for complaint handling, effective from October 2009.

Ian Leyland commented that the Police Federation believed that further analysis and lessons needed to be learned before any complaints reduction targets were introduced.

Following discussion BMG agreed that:

- a) ACC Citizen Focus should conduct quarterly reviews of complaints against police and civil litigation;
- b) The Force should aim to reduce the number of complaints against police, rather than set specific targets;
- c) Area Commanders should discuss complaints against police and civil litigation on a monthly basis (noted that warrants, car seizures and incivility were key areas for improvement)
- d) Numbers of complaints against police were to be considered by BMG in six months' time (ie meeting on 24th February 2010); and
- e) Steps were to be taken to reinvigorate the Referred Officer Scheme.

ACC Citizen Focus

D/C/Supt Mike Baines

CLOSED MINUTES (Freedom of Information Act refers) and under the Government Protective Marking Scheme, 'Not Protectively Marked'.

12. **DATE OF NEXT MEETING**

The next meeting of the Business Management Group will be held on **Wednesday, 21st October 2009 at Force Headquarters (Conference Suites), commencing at 1.30 pm.**

Items and papers for inclusion on the agenda **must** be submitted to Paul Vautrinot, Strategic Development Department, by 5.00 pm on Wednesday, 7th October 2009. Please ensure that all papers are presented in the agreed format i.e. a standard frontispiece is attached to all submissions (one page only). Policies must be submitted using the force template and with relevant supporting documentation. (Copies available from Paul Vautrinot, Business Management, on extension 78022).

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**MINUTES OF THE
BUSINESS MANAGEMENT GROUP**

**Force Conference Room, Police Headquarters
(No. 7/09)**

Wednesday, 21st October 2009

Members' Attendance

Bernard Lawson	-	Temporary Chief Constable (Chairperson)
Patricia Gallan	-	Temporary Deputy Chief Constable
Helen King	-	Assistant Chief Constable (Area Operations)
Colin Matthews	-	Assistant Chief Constable (People Development)
Andy Ward	-	Temporary Assistant Chief Constable (Operations Support)
John Young	-	Temporary Assistant Chief Constable (Citizen Focus)
Andrew Stephens	-	Director of Resources
Superintendent Mike Cloherty	-	Representing Area Commander – Wirral
T/Chief Inspector Paula Parker	-	Representing Area Commander – Sefton
Chief Superintendent Darren Martland	-	Area Commander - Knowsley
Superintendent Nicola Holland	-	Representing Area Commander – St. Helens
Chief Superintendent Steve Watson	-	Area Commander - Liverpool North
Chief Superintendent Steve Ashley	-	Area Commander - Liverpool South
Superintendent John Hester	-	Representing Area Support and Co-ordination Unit
D/Chief Superintendent Brian McNeill	-	Force Crime Operations Unit
Chief Superintendent Mike Baines	-	Professional Standards Department
T/Chief Superintendent John Martin	-	Force Operations
Chief Superintendent Peter Brinkley	-	Strategic Development Department
Chief Superintendent Tony Doherty	-	Matrix Gun Crime
Superintendent Nick Phillips	-	Representing Calls and Crime Reporting Bureau
David Harris	-	Head of HR Operations
Jayne Pugh	-	Communication and Marketing
Geoff Broadhead	-	Head of Finance
Richard Carter	-	Representing I.T. Department
Terry Doyle	-	Force Policies Manager
Ian Leyland	-	Police Federation
Bill Burton	-	UNISON
Paul Vautrinot	-	Strategic Development Department (Secretary)

Also Present

Superintendent Andy Fisher	-	Citizen Focus
Superintendent Rowley Moore	-	Citizen Focus
Denis Mulhearn	-	Estates Management
Les Whatling	-	UNISON

1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of:-

Chief Superintendent Jon Ward	-	Area Commander - Wirral
Chief Superintendent Ian Pilling	-	Area Commander - Sefton
Chief Superintendent Chris Armitt	-	Area Commander - St. Helens
Chief Superintendent Dave Lewis	-	Calls and Crime Reporting Bureau
Chief Superintendent Steve McNaughton	-	Area Support & Co-ordination Unit
John Hampson	-	Head of I.T. Department
Peter Dow	-	GMB/MPO

OPEN MINUTES (Freedom of Information Act refers) and, under the Government Protective Marking Scheme, 'Not Protectively Marked'.

2. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 26th August 2009 were confirmed as a true and accurate record.

3. MATTERS ARISING

Cycle to Work Scheme

David Harris informed BMG that the Cycle to Work Scheme had proved very popular, indeed the force had received a total of 341 applications from members of the force. A total £225,295 had been provided to fund the purchase of bicycles, equating to an average spend of £660 per applicant. The scheme was now suspended. However, it was envisaged that, subject to availability of funds, further applications would be invited next Spring.

4. REVIEW OF SEXUAL ASSAULT REFERRAL CENTRE (SARC)

D/Chief Superintendent McNeill introduced a report that provided BMG with an update on the operation of the Sexual Assault Referral Centre since its opening on 22nd September 2008. The report included a breakdown of offences reported by BCU.

BMG noted the report.

5. DNA DATABASE POLICY

Superintendent Moore introduced a report that was seeking approval of a DNA Database policy.

BMG was reminded that police had the power to retain DNA samples and fingerprints relating to persons following acquittal or other discontinuance of a case. In exceptional circumstances, the Chief Constable had the discretion to delete certain histories.

In *S and Marper -v- The United Kingdom* (Dec 4th 2008), the European Court found that permanent retention of both fingerprint and DNA data of all suspected, but unconvicted people in the UK, was not based on relevant and sufficient reasons.

In May 2009, the Home Office declared its acceptance of the ruling, but stated its commitment to crime reduction, detection of offenders and public safety. The Government's proposal was to retain DNA samples of unconvicted persons for up to 12 years dependent on the type and level of seriousness of offending. ACPO had advised that no change in legislation was expected until 2010, therefore it was emphasised that the force policy should be viewed as an interim measure.

Following a short debate, BMG agreed that:

- a) Text in the policy relating to consultation could be misinterpreted, therefore paragraph 1.2 was to be deleted;

- b) Paragraph 2.6 was to specify the exceptional circumstances to which it referred; and
- c) Examples of letter templates included as appendices to the policy were to be “de-personalised” and only switchboard telephone numbers were to be shown (not mobile numbers which may become obsolete in the near future).

Subject to the above amendments, BMG agreed the policy, which was to be implemented and fully communicated to all relevant staff.

Supt Moore

6. POLICE COMMUNITY SUPPORT & TRAFFIC OFFICERS (PCS&TO) PHOTOGRAPHS

Superintendent Fisher introduced a report that outlined the Force's current position in respect of the publication of Police Community Support & Traffic Officers (PCS&TOs) photographs and sought endorsement of a recommendation in this regard.

The report argued that it was essential for PCS&TOs, as part of Neighbourhood Policing Teams to be visible and accessible to the public. In addition, there was a national and local need to provide information for communities via Force websites and neighbourhood pages. The publication of police employee's photographs, especially in public facing roles, was consistent with the ethos of openness, accountability, trust and confidence, which was at the heart of effective neighbourhood and citizen focused policing.

Currently, Merseyside police officers and PCS&TOs were required to provide their photographs for publication on the Force website and at other suitable community locations. However, some concerns had been expressed relating to perceived risks to personal safety.

During consultation with UNISON in March and July 2009 it was agreed that an individual photograph should be published unless there was a documented risk, which had been assessed and appropriate control measures identified.

Les Whatling informed BMG that UNISON had sought legal advice in relation to the publication of PCS&TO photographs on the force website. UNISON had been advised that the issue was of a contractual nature and acknowledged that all contracts had or were in the process of being amended accordingly. However UNISON still harboured concerns over the potential for members of the public to access photographs via social networking sites.

UNISON were invited to further discuss the matter outside the meeting, meanwhile BMG agreed the recommendation in the report – i.e. that PCS&TOs were required to provide their photograph for use on the Force website as part of their contractual obligation and the need to be visible and accessible.

7. **ENERGY CONSERVATION – CARBON MANAGEMENT PROGRAMME**

Denis Mulhearn delivered a presentation on the Carbon Trust Local Authority Carbon Management Programme. The programme had been introduced to help local authorities reduce carbon emissions from a range of sources. Merseyside Police and the Police Authority had joined the scheme and had been given a target of reducing the Organisation's carbon emissions by 20% within 5 years.

The temporary Chief Constable thanked Mr Mulhearn for an informative presentation, which BMG noted.

8. **STRATEGIC DEVELOPMENT DEPARTMENT – MONTHLY DIGEST**

Chief Superintendent Brinkley introduced the SDD monthly digest that gave a brief overview of recent developments, which could have a significant impact on the Force.

BMG noted the report.

9. **FORCE ESTABLISHMENT**

ACC Matthews introduced a report that updated BMG on the actual establishment position of the Force, BCUs and Departments against the budgeted establishment, as at 30th September 2009. The report also gave details of the projected full time equivalent staffing by Financially Accountable Unit.

It was noted that a review of recruitment was ongoing.

BMG noted the report.

CLOSED MINUTES (Freedom of Information Act refers) and under the Government Protective Marking Scheme, 'Not Protectively Marked'.

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13. **ANY OTHER BUSINESS**

No items were raised.

14. **DATE OF NEXT MEETING**

The next meeting of the Business Management Group will be held on **Wednesday, 25th November 2009 at Force Headquarters**

(Conference Suites), commencing at 1.30 pm.

Items and papers for inclusion on the agenda **must** be submitted to Paul Vautrinot, Strategic Development Department, by 5.00 pm on Wednesday, 11th November 2009. Please ensure that all papers are presented in the agreed format i.e. a standard frontispiece is attached to all submissions (one page only). Policies must be submitted using the force template and with relevant supporting documentation. (Copies available from Paul Vautrinot, Business Management, on extension 78022).

Please Note: BMG minutes can be provided in a larger font size upon request: contact Paul Vautrinot, Secretary to BMG on extension 78022. Minutes can also be viewed on the Force Intranet.

**MINUTES OF THE
BUSINESS MANAGEMENT GROUP**

**Force Conference Room, Police Headquarters
(No. 8/09)**

Wednesday, 25th November 2009

Members' Attendance

Patricia Gallan	-	Temporary Deputy Chief Constable (Acting Chairperson)
Colin Matthews	-	Assistant Chief Constable (People Development)
Andrew Stephens	-	Director of Resources
Chief Superintendent Ian Pilling	-	Area Commander - Sefton
Superintendent Mike Cloherty	-	Representing Area Commander - Wirral
Superintendent Robert Carden	-	Representing Area Commander - St Helens
Chief Inspector Helen Cooney	-	Representing Area Commander - Knowsley
Superintendent Bill McWilliam	-	Representing Area Commander - Liverpool North
Chief Superintendent Steve Ashley	-	Area Commander - Liverpool South
Chief Superintendent Dave Lewis	-	Calls and Crime Reporting Bureau
Superintendent John Hester	-	Representing Area Support and Co-ordination Unit
Superintendent Colin Leeman	-	Representing Force Crime Operations Unit
Chief Superintendent Steve Richards	-	Corporate Criminal Justice
T/Chief Superintendent John Martin	-	Force Operations
Chief Superintendent Peter Brinkley	-	Strategic Development Department
D/Chief Superintendent Tony Doherty	-	Matrix Gun Crime
D/Superintendent Mike Shaw	-	Representing Intelligence & Security Bureau
Jayne Pugh	-	Communication and Marketing
Geoff Broadhead	-	Head of Finance
Richard Carter	-	Representing I.T. Department
Kieron O'Mahoney	-	Representing Professional Standards Dept
Terry Doyle	-	Force Policies Manager
Bill Burton	-	UNISON
Peter Dow	-	GMB/MPO
Paul Vautrinot	-	Strategic Development Department (Secretary)

Also Present

Superintendent Mike Martin	-	Sefton Area
Superintendent Andy Shakeshaft	-	Force Academy
Jackie McCreaney	-	HR Policy & Support Co-ordinator
Inspector John Rankin	-	Area Support & Co-ordination Unit
Inspector Nick Mills	-	Citizen Focus
A/Inspector Gary Heighway	-	Force Academy
Les Whatling	-	UNISON
Inspector Neil Brewer	-	Netherlands Police
Mr Ran Cohen	-	Chief Executive, International Counter Terrorism Academy

Observers

Tony Jackson	-	Calls and Crime Reporting Bureau
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1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of:-

Bernard Lawson	-	Temporary Chief Constable (Chairperson)
Helen King	-	Assistant Chief Constable (Area Operations)
Andy Ward	-	Temporary Assistant Chief Constable (Operations Support)

John Young	-	Temporary Assistant Chief Constable (Citizen Focus)
Chief Superintendent Jon Ward	-	Area Commander – Wirral
Chief Superintendent Darren Martland	-	Area Commander - Knowsley
Chief Superintendent Chris Armitt	-	Area Commander - St. Helens
Chief Superintendent Steve Watson	-	Area Commander - Liverpool North
Chief Superintendent Steve McNaughton	-	Area Support & Co-ordination Unit
Chief Superintendent Mike Baines	-	Professional Standards Department
D/Chief Superintendent Brian McNeill	-	Force Crime Operations Unit
D/Chief Superintendent Steve Naylor	-	Intelligence & Security Bureau
John Hampson	-	Head of I.T. Department
David Harris	-	Head of HR Operations
Ian Leyland	-	Police Federation

OPEN MINUTES (Freedom of Information Act refers) and, under the Government Protective Marking Scheme, 'Not Protectively Marked'.

PRESENTATION ON COUNTER TERRORISM

Mr Ran Cohen, Chief Executive of the International and Counter Terrorism Academy and Inspector Neil Brewer from the Netherlands Police delivered a presentation on various techniques for detecting terrorist activity at target locations such as airports and sports stadia, based on three key components: Search, Detect and React.

T/DCC Gallan thanked Mr Cohen and Inspector Brewer for their informative and thought provoking presentation.

2. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 21st October 2009 were confirmed as a true and accurate record.

3. MATTERS ARISING

No issues were raised.

4. CUSTOMER SERVICE POLICY

Inspector Nick Mills introduced a report that was seeking approval of a Customer Service Policy.

BMG was informed that the Customer Service policy was designed to replace the existing Quality of Service (QoS) policy. Many elements of the National Quality of Service Commitment that formed the backbone of the QoS policy had been encompassed by the introduction of the Policing Pledge in December 2008, and the remaining content of the QoS policy was now available within other policies and procedural guidance. In addition, the recent Government initiative to introduce the term "customer" as part of a new public management process that sought to establish private sector working practices into public sector services, coupled with the Force's commitment to provide excellent customer service, had resulted in the need to overhaul the existing policy to ensure it promoted a customer service culture.

Consequently, the QoS policy had been revised and re-named to avoid duplication, and to ensure that it complemented both national and local initiatives. Emphasis had been placed on personal responsibility, behaviour and the attitude expected of all Merseyside Police employees to enable the delivery of excellent customer service.

It was agreed that in respect of paragraph 7.6 (Niche/Logs) entries should adhere to the FLOPSIE model in relation to the minimum standards of investigation.

Subject to the above amendment, BMG agreed the policy, which was now to be implemented and communicated to all members of the Force.

Supt Fisher

5. STOP & ACCOUNT AND STOP & SEARCH POLICY

Superintendent Hester introduced a report that was seeking approval of a revised Stop & Account and Stop & Search policy and procedure.

Stop & Account and Stop & Search powers were an effective and legitimate tool for front line officers in preventing and detecting crime across Merseyside. However, the Government had commissioned a review of police bureaucracy in 2008 and, subsequently, Sir Ronnie Flanagan, who led the review, recommended that the level of bureaucracy associated with Stop & Account should be reduced.

As a result of this recommendation, it was agreed to conduct a full review of the Stop & Account and Stop & Search policy and procedure within Merseyside Police. The revised policy incorporated the recommendation made by Sir Ronnie Flanagan and would help to reduce the level of bureaucracy faced by frontline officers by streamlining the level of paperwork required when undertaking Stop and Account.

BMG went on to discuss the policy whereupon it was agreed that the following amendments were required:

- a) Re objectives of the policy – add: reduce civil claims;
- b) Re section on supervision and data management (para 3.1.2) forms to be retained for six years, not five;
- c) Policy to emphasise the need to record all Stop & Account and Stop & Searches. In this regard, steps were to be taken to ensure compliance was an integral part of training. In relation to Appendix B of the report (communication) – role performed by BCU champions to be included.

BMG agreed that the policy should be amended, as described above, and re-submitted to BMG at its next meeting on 20th January 2010 for approval, prior to implementation.

Supt Hester

6. ESSENTIAL CAR USER ALLOWANCE POLICY

BMG agreed that the policy on Essential Car User Allowances should be deferred to the next meeting on 20th January 2010.

**Jackie
McCreeaney**

7. OPERATIONAL SAFETY TRAINING AND EQUIPMENT POLICY

Superintendent Shakeshaft introduced a report that was seeking approval of a revised Operational Safety Training & Equipment policy and procedure.

As a result of the HMIC Thematic Inspection and subsequent report 'Safety Matters', ACPO had tasked NPIA with reviewing, updating and standardising the training required by role across the service. The subsequent review of force policy and procedures associated with training delivery and compliance with the Protective Training and Equipment Personal Safety Programme (PSP) policy highlighted a number of gaps, which had now been addressed and incorporated into the revised policy.

Following a brief discussion it was agreed that the policy should be amended as follows:

- a) Gold and Silver CBRN training required further consideration;
- b) Re Taser (para 2.6) – text to be updated to reflect the fact that the evaluation of the pilot scheme had been completed;
- c) Appendix A (useful contacts) to be updated; and
- d) Re section 6 (NPIA Evidence Gatherer and Forward Intelligence Training) – checks to be made to ensure sufficient numbers of evidence gatherers were trained or available for deployment.

Subject to the above, BMG agreed the policy, which was now to be implemented and communicated to all relevant staff.

**Supt
Shakeshaft**

8. RE-BALANCING POLICE OFFICER ESTABLISHMENTS IN BCUs

BMG agreed that the report on re-balancing police officer establishments in BCUs should be deferred to the next meeting on 20th January 2010.

**Chief Supt
Richards**

9. STRATEGIC DEVELOPMENT DEPARTMENT – MONTHLY DIGEST

Chief Superintendent Brinkley introduced the SDD monthly digest that gave a brief overview of recent developments, which could have a significant impact on the Force.

BMG noted the report.

10. FORCE ESTABLISHMENT

ACC Matthews introduced a report that updated BMG on the actual establishment position of the Force, BCUs and Departments against the budgeted establishment, as at 31st October 2009. The report also gave details of the projected full time equivalent staffing by Financially Accountable Unit.

BMG noted the report.

CLOSED MINUTES (Freedom of Information Act refers) and under the Government Protective Marking Scheme, 'Not Protectively Marked'.

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15. **ANY OTHER BUSINESS**

BRM Satisfaction Gap

T/DCC Gallan informed BMG that for the first time the Force was under target in regard to BRM satisfaction and members were thanked for their part in achieving this significant improvement in performance.

16. **DATE OF NEXT MEETING**

The next meeting of the Business Management Group will be held on **Wednesday, 20th January 2010 at Force Headquarters (Conference Suites), commencing at 1.30 pm.**

Items and papers for inclusion on the agenda **must** be submitted to Paul Vautrinot, Strategic Development Department, by 5.00 pm on Wednesday, 6th January 2010. Please ensure that all papers are presented in the agreed format i.e. a standard frontispiece is attached to all submissions (one page only). Policies must be submitted using the force template and with relevant supporting documentation. (Copies available from Paul Vautrinot, Business Management, on extension 78022).

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