

**Title**

JOINT BUSINESS MEETING

CLOSED SESSION

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**Date**

13<sup>th</sup> October 2016

**Location**

Victory House

**Duration**

9:45am–11.40am

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**Present:**

Elaine Snaith – OPCC Chief Executive, Chair  
Mr Winton Keenen – Deputy Chief Constable  
Ms Joscelin Lawson – Director of Human Resources  
Mr Mike Tait – Director of Finance  
Mr Mike Mullen – Director of Asset Management  
Mr Dean Lowery – Officer of the PCC

**Apologies:** PCC Vera Baird QC, Chief Constable Ashman

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**OPEN SESSION**

**1. Civil Claims Review**

Currently civil claims processes and management is delivered by the Legal Department from the receipt or notification of a claim to settlement and management reporting to the force and OPCC. There are organisational benefits that could be realised by reviewing and improving forcewide civil claims management and processes including:

- improved customer relationships
- reduced claims and costs

It was proposed that a review be undertaken by the Force Improvement Team in consultation with the Legal Department and OPCC to:

- Simplify and streamline civil claims processes
- Define governance framework and monitoring of civil claims
- Establish procedures to manage organisational risk and learning arising from civil claims and foster best practice
- Improve performance metrics and management reporting
- Future proof civil claims in-house capability and insurers agreement
- It is proposed that the review is completed over an eight week period and key activities will include:
  - Process mapping of current civil claims processes
  - Consulting key stakeholders to develop understanding of issues, requirements and opportunities for improvement
  - Benchmark good practice with other forces and public sector agencies

- Re-engineer robust civil claims processes
- Considering data collection, analysis and management reporting

Elaine stated that there were a number of repeat civil claims with lessons not being learnt and that the annual costs of these claims including where costs can be reduced in future needed to be looked into in more detail.

Joscelin agreed and this information is to be included in the follow up report (Due December 2016) once the review has been undertaken.

**ACTION:**

- Review of the Civil Claims report to be presented during December 2016

## **2. External Audit Appointments**

Mike Tait presented a report which confirmed the External Audit arrangements for 2017-18 and advised of progress towards the appointments for 2018-19 onwards.

The Public Sector Audit Appointments have confirmed the appointment of Mazars LLP to audit the accounts of the PCC and Chief Constable for 2017/18.

## **3. Leadership Development**

Joscelin presented a report which highlighted work that is ongoing to improve Leadership Development within Northumbria Police.

Within Northumbria Police the launch of the Proud to Protect vision sets out our commitment to 'be outstanding in the service we provide'. Achieving our vision depends on having motivated, well informed, equipped and professional officers, staff and volunteers who are able to deliver excellent services.

The Northumbria Leadership Plan describes our intent to develop the workforce and deliver the force vision by:

- Understanding our current and future leadership capabilities
- Developing our approach to performance, learning and development and talent
- Displaying leadership in our development of wellbeing and morale and building
- effective teams

This Plan aims to ensure we develop our workforce including leadership values to optimise force resources and meet future operational and business challenges; and creates a culture of leaders at all levels who take personal responsibility and lead by example, act ethically and with integrity and inspire others to achieve excellence.

Work that has been undertaken so far has been well received by employees and highlighted a recent HMIC report which emphasised the need for the force to make better use of soft skills was discussed.

Discussion centered on the staff survey which is being undertaken by Durham University instead of IPSOS Mori who undertook the previous staff survey. Elaine raised several points centering on the limitations of using a different provider due to the fact that it will be impossible to get an accurate baseline of employee's thoughts.

Joscelin and ACC Keenan confirmed that the IPSOS Mori survey was a lot more expensive and Durham University were also working with other forces on their surveys. Confirmation was given that a number of the questions used in previous survey will be included in the new survey allowing for a baseline to be set.

Due to the new survey being in its final stages new questions cannot be added however Joscelin was confident that a good baseline could be achieved to measure staffs opinions on the changes introduced since the last survey was undertaken.

Elaine advised that from experience it is important to continue with the same provider using the same questions for at least the next three years so a concrete baseline can be achieved.

Elaine also highlighted no specific mention of performance management training within Leadership Development areas. This was important as many staff do not understand this area of business in the broader sense. Joscelin confirmed that specific training will be given to Senior Leadership Teams to increase understanding.

**ACTION:** That a specific training package in relation to Performance Management be included in future Senior Leadership Development Training.