



- **Single Governance Model Policy and Procedure (Formerly called Force Governance Policy)**

Reference No.	P22:2003
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Implementation date	June 2003
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Version Number	V 7.0
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Linked documents

Reference No:	Name.

Suitable for Publication

Policy Section	Yes
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Procedure Section	Yes
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Protective Marking

Not Protectively Marked

PRINTED VERSIONS SHOULD NOT BE RELIED UPON. THE MOST UP TO DATE VERSION CAN BE FOUND ON THE FORCE INTRANET POLICIES SITE.

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Appendix A Meeting Conduct and Standards

Policy Section

1.1 Statement of Intent – Aim and Rationale

This Policy sets out the principles and arrangements for governance of the Force. Governance describes how an organisation “ensures it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner”. Chartered Institute of Public Finance and Accountancy (CIPFA). Policing is a complex process and demands sophisticated governance and organisation to deliver the service.

Governance by the Home Office, Police and Crime Commissioner (PCC) and Chief Constable is acknowledged, with each having clear legal responsibilities. This policy addresses force arrangements falling to the Chief Constable and references the relationship with the PCC and Home Office.

The policy emphasises the accountability of the organisation through the Chief Constable, Chief Officers, Command and Departmental Heads, Unit Heads, Team Leaders and all staff and volunteers, as well as accountability by the PCC to the Police and Crime Panel (PCP).

The standards set out in this policy should also apply to all partnerships that are defined as:

“An agreement between two or more independent bodies to work collectively to achieve an objective”.

This includes the structure of Board meetings and other high level meetings, and how they feed into one another to allow for corporate oversight of Force decisions and actions at a strategic level.

1.2 Visions and Values

Dorset Police is committed to the principles of “One Team, One Vision” – A Safer Dorset for You”

Our strategic priority is to achieve two clear objectives:

- To Make Dorset Safer
- To Make Dorset Feel Safer

In doing this we will act in accordance with Our Values of:

- Integrity
- Professionalism
- Fairness and
- Respect

1.3 Securing Trust and Confidence

This document seeks to achieve the Priority to Make Dorset Feel Safer by Securing Trust and Confidence. Research identifies that this is achieved through delivering services which:

1. Addresses individual needs and expectations
2. Improve perceptions of order and community cohesion
3. Focus on Community Priorities
4. Demonstrate Professionalism
5. Express Force values
6. Instil confidence in staff

2 Standards

2.1 Legal Basis

Chartered Institute of Public Finance and Accountancy (CIPFA)

Guidance for the delivery of good governance in Local Government including governance for Police Forces has been issued by CIPFA. The key principles of this guidance have been adopted in the writing of this policy and are included in the principles below:

- Focusing on the organisations purpose and on outcomes for citizens and service users.
- Working together to achieve a common purpose with clearly defined functions and roles.
- Performing effectively in clearly defined functions and roles.
- Promoting values for the whole organisation and demonstrating the values of good governance through behaviour.
- Taking informed, transparent decisions that are subject to effective scrutiny and management of risk.
- Developing capacity and capability of the governing body to be effective.
- Engaging the PCC and other stakeholders and making accountability real.

2.2 People, Confidence and Equality Impact Assessment

During the creation of this document, this business area is subject to an assessment process entitled "People, Confidence and Equality Impact Assessment (EIA)". Its aim is to establish the impact of the business area on all people and to also ensure that it complies with the requirements imposed by a range of legislation.

2.3 Monitoring / Feedback

Governance arrangements are tested and reviewed annually as part of the production of the Annual Governance Statement. The final Annual Governance Statement is published as part of the Accounts each year. This policy and the systems and processes that support it are integral to that process.

Not Protected

The Annual Governance Statement is produced by a small team led by the Head of Governance and its findings of the effectiveness of the internal control mechanisms are reported to the Joint Independent Audit Committee (JIAC). The final Annual Governance Statement for the Force is signed by the Chief Constable and published with the Accounts in September each year. Similarly the AGS for the OPCC is signed by the PCC.

On a day to day basis, work is undertaken to monitor and review high risk and priority areas as identified and agreed by Internal Audit, through the audit plan. In addition there is, continuous improvement through local reviews and through the leadership and management responsibilities of the Chief Constable, Chief Officers and senior managers and through the oversight and challenge of the Police and Crime Commissioner.

Feedback relating to this policy can be made in writing or by e-mail to:

The Head of Governance, Dorset Police Force HQ, Winfrith, Dorchester DT2 8QZ.

Tel: 01305 223429

3 Procedure Section

3.1 Accountability

The Service is ultimately accountable to the law. The Policing Protocol outlines the key statutory responsibilities of the PCC and the Chief Constable and how they relate to each other.

PCC

Accountability to the PCC is established through formal and informal reporting mechanisms. The PCC has the responsibility to set the Police and Crime Plan and the budget. The PCC then monitors the performance of the Chief Constable against the delivery of the Plan. In setting the plan due cognizance must be given to the Strategic Policing Requirement set by the Home Office. Accountability is supported by the roles of the Joint Independent Audit Committee (JIAC) and the Police and Crime Panel (PCP).

Home Office

In addition to the PCC accountability is also discharged to the Home Office through her Majesty's Inspector of Constabulary (HMIC) and a programme of Inspections and Assessments, including External Audit.

Customers and Communities

Engagement with customers and communities is achieved at Beat, Section, Command and Force levels by day to day contact, information provision, consultation, feedback and oversight of the PCC by the PCP.

Community safety and customer satisfaction surveys further improve our understanding of the service provided and how this can be improved to benefit the residents of and visitors to Dorset.

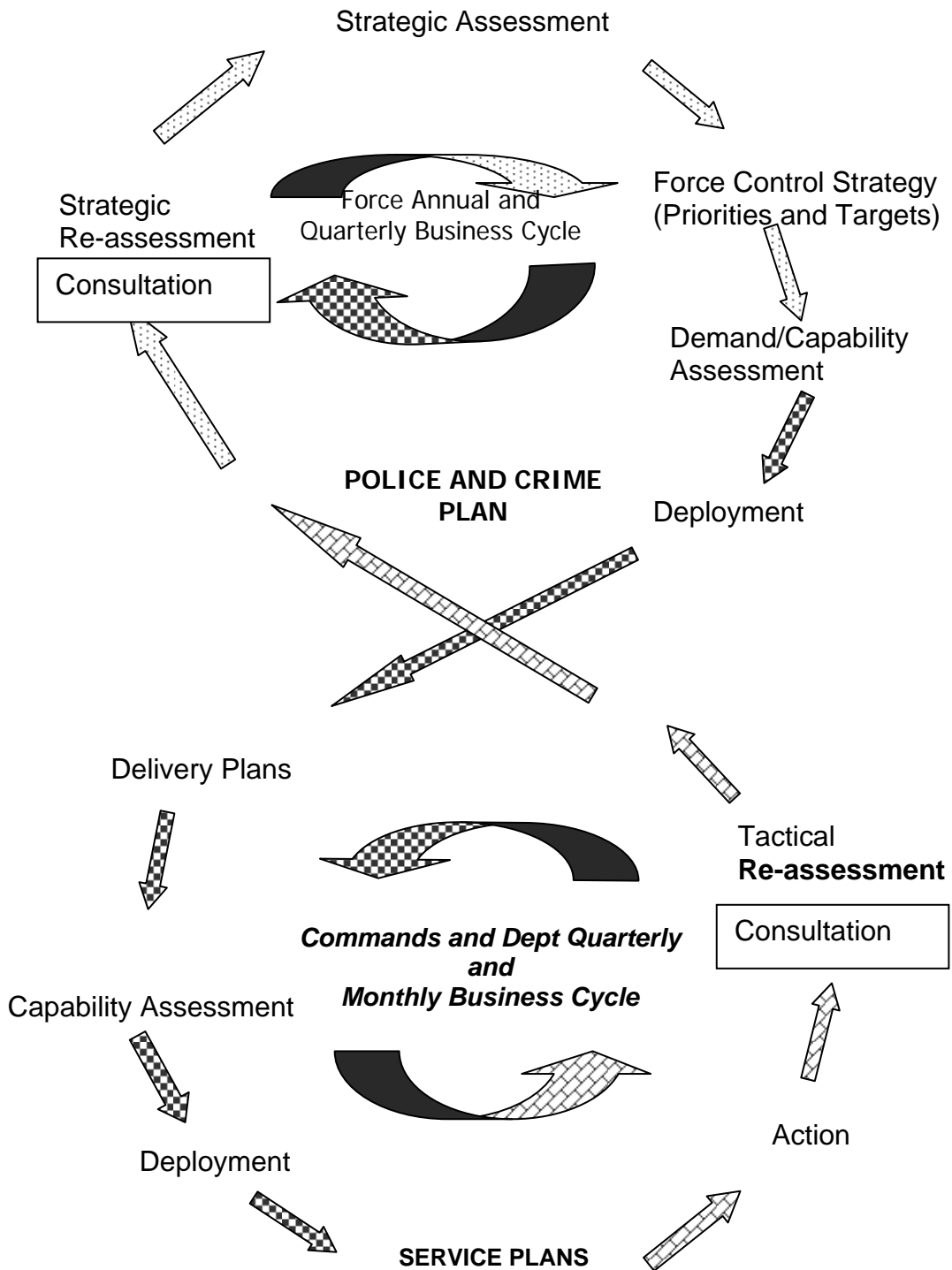
3.2 The Business Cycle – Strategy Setting, Planning, Plans and Business Change Reviews

Business processes adopt the National Intelligence Model and the Force exercises its purpose and sets out to achieve its vision and priorities by pursuing an intelligence-led cycle of strategic, tactical and operational business stages that involve annual prioritisation, deployment, action and review.

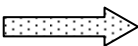

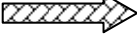
These are set out schematically in *figure 1*.

Each phase is defined by a number of processes. The commencement of the policing year in April and legislation-based time requirements define the timing of each Stage.

3.2.1 Figure 1 – The Business Cycle



The cycle illustrates:

- ◆ the strategic phase 
- ◆ the tactical phase 
- ◆ and the operational phase 

The Business Cycle Stages

Processes described here integrate with national, regional and cross border requirements. These recognise the linkage between national and local plans; national, regional, force and local strategic assessments and control strategies; and enable mobilisation of resources within and out of force.

Time lines may be influenced by the requirements of the, PCC and the Tasking and Co-ordination Groups (TCG).

Force

The policing year commences on 1st April.

- **The Force Strategic Assessment** is a research, analysis and reporting process that defines the current and long term issues affecting the force. The environmental scanning process incorporates political, economic, social, technical, environmental, legal and operational criteria and categorises **Operational and Organisational** benefit opportunities and risks to be mitigated. The assessment is dynamic and formally reported in **January, April, October** and **December** complying with force, regional and national requirements. The main report is delivered in October.
- **The Force Control Strategy** details the priorities. This is fed by the Force Strategic Assessment and the Force Community Threat Assessment process. Operational imperatives will be the portfolio responsibility of the Assistant Chief Constable(s). Organisational imperatives will be portfolio responsibilities of the Deputy Chief Constable, Director of Finance and Director of Human Resources.

The Force Control Strategy is reviewed quarterly and approved and the priorities are set by the PCC.

- **The Demand and Capability Assessment** is the process of reviewing the force capacity and capability to achieve the priorities and targets set in the Control Strategy. This will review the potential to achieve performance, the efficiency savings detailed in the Value for Money Statement and will identify opportunities and mitigate the risks to the organisation. It will also inform the workforce and the training plans.

The demand and capability assessment is completed annually by **December** in order to inform the Police and Crime Plan.

- **Deployment** is the process of positioning the organisation to respond to the demand and capability assessment in terms of governance, leadership, strategy, policy, procedure, and resources. Resources are allocated to Commands and Departments accordingly.
- **Delivery Plans** are a series of specific plans that are written for each Control Strategy priority and identify the activities required to meet the objectives and targets. The activities are set out using EPIC, enforcement, prevention, intelligence and confidence. Progress against Delivery plans will be assessed as part of tactical tasking and co-ordinating.

The Delivery Plans identify inputs and outcomes and are linked to the budget setting process.

The Control Strategy and Delivery Plans inform the setting of the individual Command and Department Service plans.

The process is completed following annual budget settlement in **January** or **February** each year.

- **Partnership Strategic Assessments** are conducted dynamically in conjunction with partners and contribute to the Force Strategic Assessment and **Control Strategy**, as well as the setting of priorities for Community Safety Partnerships.

The partners work together to produce joint priorities.

- **Action** is the tactical and operational process of directing and taking action. Activity is **continuous**.
- **Consultation** is conducted in conjunction with the PCC to assess customer and community satisfaction with the relevance and quality of action taken leading to a customer focused performance review and tactical re assessment. Consultation at force level will be conducted quarterly for community views and is complemented by the Crime Survey in England and Wales (CSEW) data on confidence and satisfaction. In addition, surveys at the force and local level will be conducted to assess satisfaction. A range of other intelligence-led surveys may also be conducted. Consultation and engagement will be continuous at the neighbourhood level through Safer Neighbourhood Teams.

The results of consultation inform the Strategic Assessment, identification of Control Strategy priorities and the Police and Crime Plan.

- **A Tactical Reassessment** occurs at the local and force level on a daily, weekly, and monthly basis and on a strategic level it occurs each quarter.

The PCP is responsible for approving the PCC's Police and Crime Plan including Control Strategy priorities and Force level targets and indicators.

The overall effectiveness of individual 'internal control' measures that comprise the Governance framework are assessed annually and their effectiveness reported in a statement with the accounts each year. This is called the Annual Governance Statement.

3.3 Corporate Documents

A series of formal documents set out force purpose, vision, values, standards, priorities and methods.

Document Definitions

Strategies, Policies, Procedures, Joint Protocols and other guidance documents are critical elements of our Corporate Governance. The Force definitions are set out here to enable authors to distinguish between the different types of documents. In order to comply with requirements under the Equality Act 2010, an Equality Impact Assessment (EIA) should be completed for all those documents listed above.

The Procedure on Policy, Procedure and Guidance sets out these definitions in full, together with the arrangements for Policy generation. (P37:2005)

Strategies (including the Police and Crime Plan)

Strategies integrate an organisation's priorities, policies, procedures and sequences into a cohesive whole. They state the direction that the Force and PCC intends to follow, or, they are plans of action intended to reach those goals.

Policy

Is a statement of intent and decisions designed to address specific risks, opportunities and goals. It sets out a position or course of action in respect of the exercise of duties and executive powers. It will provide a service to all of our customers internally and externally, regulate our conduct by defining boundaries to actions and specifies minimum standards.

Where appropriate, Joint Policies with the PCC, Criminal Justice Agencies, other partners and other forces may be generated. In each case the approval must follow internal governance requirements.

Authorised Professional Practice (APP) National Guidance and other Nationally followed Documents

At times Dorset Police will adopt and follow policies and procedures created by other recognised bodies and held as part of the National Authorised Professional Practice website. If such a document, is adopted it must be recorded and agreed at a senior level, reviewed and be capable of being subject to audit. This can be achieved either by creating a short "overarching" Dorset Policy outlining the aims and location of the main document or by transferring the entire document within a Dorset policy or procedure template as detailed under Joint Protocol below.

Procedure (Including Standard Operating Procedure or Practice)

A Procedure is detailed direction on how tactics are implemented to achieve compliance with Policy or other Force priority.

Standard operating procedures and practices are by definition "procedures" and should be dealt with as such.

Joint Protocols (also known as Memoranda of Understanding)

Joint Protocols are the record of a negotiation or agreement between the force and one or more other parties governing how we work.

It is accepted that when entering into such multi agency agreements the "format" of any resulting document will need to meet the requirements of all parties.

Any such protocol should be reproduced, unaltered as a Dorset Police policy or procedure document. It will however be preceded by the front page of the Dorset Policy / Procedure template. Creation and review will follow the guidelines laid out within this document in full (with the exception of structural "format" which may have been written in line with the adopted format of the partner agency). In addition the end of the document will include Section 5 to 7 of our template (Consultation / Quality Assurance / Version Control).

Joint protocols must undergo an Equality Impact assessment (EIA). It is suggested that this is completed by the “lead” organisation in conjunction with its partners.

Strategic, Tactical and Service Plans

To drive business, the Force publishes a series of plans that drive performance. These are detailed below together with the time requirements.

- **The Strategic Police and Crime Plan** is a requirement of the Police Reform and Social Responsibility Act 2011 and must reflect any national plans, including the Strategic Policing Requirement (SPR), and targets, as well as local priorities, including partnership priorities, for up to a five year period. This is the primary strategic plan setting the PCC’s Vision, Values and Priorities for the Force. By definition, strategies have the same status and accountability as Policy. The management of policy is set out below and in a related document, the Policy, Procedure and Guidance Procedure.
- The Police and Crime Plan will be reviewed at least annually to ensure priorities remain relevant.
- **Thematic Strategies** set out the strategy to achieve a specific objective only where particular emphasis is required and when the Police and Crime Plan cannot sufficiently detail the organisational approach. These are to be reviewed with the Strategic/Annual Plan each year and continued only where necessary.
- **Delivery Plans** are a series of specific plans that are written for each Control Strategy priority and identify the activities required to meet the objectives and targets. The activities are set out using EPIC, (enforcement, prevention, intelligence and confidence). Progress against Delivery plans will be assessed as part of tactical tasking and co-ordinating. Delivery Plans will be initiated once the Control Strategy priorities have been approved and must be in place to inform the Police and Crime Plan and budget setting.
- **Service Plans** set out the annual priorities and targets for each Command and Department and draw on the objects and activities set out in the Delivery Plans. Support Department plans will incorporate service level criteria agreed with relevant Commands and Departments. Service plans are prepared annually by **mid March**.

3.4 Business Change Reviews and Risk Management

The organisation will continuously review opportunities to improve and to manage corporate risk.

Within the **‘figure 8’** business cycle, two review cycles operate. At the strategic level, Force performance assessment, quality audits, business change reviews and risk management operate. At the tactical / operational level, Command/Department performance assessment, quality audit and risk management are reviewed.

The Strategic Improvement and Risk Management Cycle

- **Performance Improvement Assessments** are conducted quarterly as part of the Strategic Assessment processes within the Strategic Tasking and Coordinating arrangements and address force performance against corporate priorities and targets.

Not Protected

Biannual inspections are also conducted of commands and departments. These include customer and community consultation.

- **Business Change Review** subjects are identified following an assessment of Strategic plan priorities, potential for efficiency improvements and identification of risk. Business Change activity ranges from the implementation of national standards, Force and local initiatives and to carrying out fundamental Reviews.
- **Risk Mitigation** is managed by identifying all risks to the achievement of the Strategic Police and Crime Plan. Force business is divided into Chief Officer portfolio areas and each area should carry out an assessment of their risks and opportunities. Once identified appropriate counter-measures to the risks should be implemented and monitored. Significant strategic risks are included in the Corporate Risk Register, and monitored by lead portfolio Boards. The Strategic Risk Management Policy provides more detailed information regarding risk management roles and responsibilities.

Command Areas and Departments also maintain local Risk Registers that incorporate the vision and priority based risks for their operational area as well as business continuity risks.

Tactical/Operational Improvement and Risk Management Cycle

- **Performance Improvement Assessments** are conducted as part of the Tactical Assessment process within the Force Tactical Tasking arrangement on a monthly basis. Local performance assessments are conducted as either part of the Local Tactical Assessment process within the section Tasking and Coordination arrangements or as part of departmental review processes. These are carried out on at least a monthly basis.
- **Quality Assurance Audit** subject areas are defined locally.
- **Risk Mitigation** is managed as detailed above.

3.5 Decision Making

The Hierarchy of Decision Making and Accountability

Responsibility and accountability at Strategic, Tactical and Operational levels are reflected in a clear decision making regime. Decisions that qualify as policy that have an impact on customers, community, stakeholders or staff must be subject to a proportionate impact assessment and monitoring.

The PCC and PCP approve and publish the Police and Crime Plan and the Annual Plan but the Chief Constable is responsible for all operational activity in the Force in order to deliver the plan.

The finance, required to deliver the Police and Crime Plan is approved by the PCC. The Chief Constable can only make financial decisions within the bounds of the authority delegated to them in the Scheme of Consent. In turn the Chief Constable can delegate authority to Chief Officers.

The Chief Constable alone is responsible for all operational decision making.

Strategic Level Decision Making

PCC and Chief Constable responsibilities are fully detailed in the Policing Protocol. Key responsibilities are:

Responsibility: PCC

To set the strategic direction and objectives of the Force through the Police and Crime Plan, and to set the budget for the Force

Responsibility: Chief Officers

Implementation of the Police and Crime Plan
Financial and resource allocation
Force Performance Review and re-direction
Policy
Portfolio management (Strategic Plan Priority Areas) and meeting structures
Project direction

Tactical Level Decision Making

Responsibility: Chief Officers, Heads of Commands and Departments.

Tactical deployment
Delivery Plans
Command/Dept performance review and re-direction
Delegated policy management responsibility
Delegated portfolio management
Project management

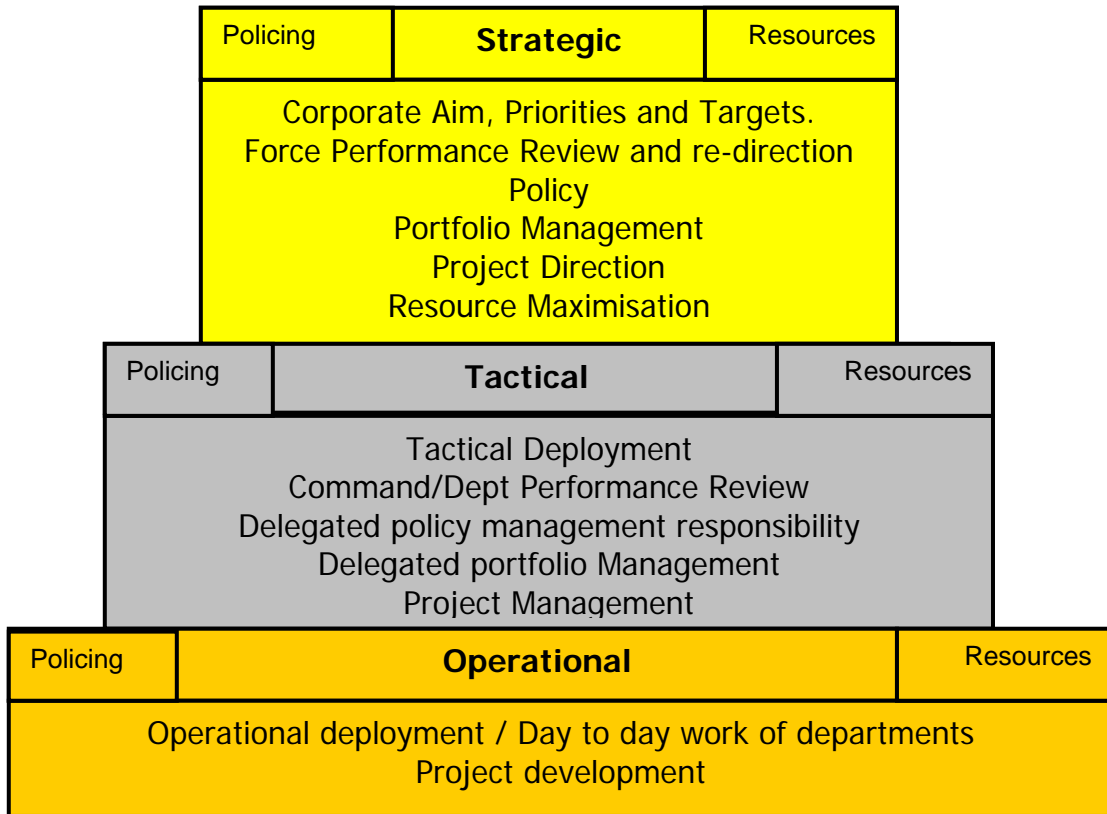
Operational Level Decision Making

Responsibility: Heads of Commands and Departments and Section/Unit Heads.

Operational deployment
Project development
Day to day service delivery

Figure 2 illustrates the hierarchy

Figure 2 – Hierarchy of Decision Making



Application of the decision-making regime to the business cycle identifies who is responsible and at what stage. The process also defines the structure of meetings required.

3.6 Meeting Structures

An effective and efficient meeting structure and regime is essential to achieving the necessary transactions between the three command levels and accountability to the PCC as the business cycle is progressed to deliver outcomes, in support of the Police and Crime Plan. These are designed to provide the Chief Constable and Chief Officers with the necessary information in order for them to fulfil their responsibilities. The business critical processes and decisions are set through strategy and priority setting, policy making, performance review, organisational development and consultation/communication.

No Board, Group or Forum has more authority delegated to it than that held by and agreed to by the Chief Constable or Chief Officer for that portfolio area, or delegated to them in the Scheme of Consent.

The Hierarchy of Meeting Structures

The decision-making regime generates a hierarchy of Strategic, Tactical and Operational level meetings. For consistency, the following terminology will be used relative to the type of meeting.

- Strategic Oversight and Decision Making: **Board**
- Tactical and Operational Decision Making: **Group**
- Consultation: **Forum**

Meetings recognise and integrate with national, regional, local, partnership and the PCC arrangements for governance.

Good governance will be enhanced by making meeting records open and public where appropriate and publicising the Force business wherever possible.

To enable a customer and community focus, and a level of oversight and accountability PCC membership as joint chair will be made at appropriate meetings.

The following Strategic Boards will be joint meetings with the OPCC. This will enable oversight and accountability to the PCC and facilitate a customer and community focus in their work. They will be jointly chaired by a Chief Officer and the PCC:

- Joint Executive Board – this is the lead Joint Board to which the other Joint Boards will report
- Commissioning and Partnership Board
- Equality and Confidence Board
- Strategic Performance Board
- Standards and Ethics Board
- Strategic Change Board

The following Strategic Boards are Force led boards only:

- Force Control Board – this is the lead Force Board to which other Force Boards will report.
- Operations Board
- People Board
- Resources Board

Sitting below these Strategic Boards are layers of other Boards, Groups and Forums whose general purpose are detailed below:

Sub Portfolio Boards

The purpose and composition of the main sub portfolio boards is detailed below:

Purpose: To discharge the responsibilities of the Chief Officer portfolios chaired by a Chief Officer or delegated to nominated Command or Departmental Head or other senior manager.

Any formal delegation from a Chief Officer to the Chair of meeting must be recorded in the Terms of Reference for that meeting.

Not Protected

Composition: Senior Managers, and nominated representatives.

Frequency: Generally quarterly or as required by the Chair

Joint Negotiating and Consultation Committee (JNCC), Open Forums

Purpose: To enable communication and consultation between Chief Officers, Staff Associations and representatives of staff. JNCC presents opportunity for discussion on proposed policies.

Composition: Chief Officers, UNISON, Police Federation, and others as nominated or upon invitation.

Frequency: Quarterly.

User Forums

Purpose: To enable chairs of portfolio boards to develop and consult on specific issues.

Composition: Middle Manager, nominated representatives including UNISON and Police Federation.

Frequency: As required.

Partnership Meetings

Purpose: All partnership meetings must link into the Force meeting structure at the most appropriate level, Strategic, Tactical or Operational, depending upon their purpose and own terms of reference.

Composition: Nominated Force Personnel according to the needs of the Partnership and the Force. Attendees only have the Authority given to them by the Chief Officer and Lead Board that they report to.

Frequency: As determined by the Partnership and or Lead Board

Project Groups

Purpose: To manage projects in accordance with PRINCE II Methodology.

Composition: Senior manager, nominated representatives, UNISON and Police Federation.

Frequency: As required.

The force adopts the principles of project management (PRINCE II) and for key force projects a project board structure will be adopted. For high-risk business areas a Chief Officer will chair the project board, other boards will be chaired by senior managers. Where necessary, the Strategic Change Board will be used to establish effective co-ordination of inter-linked key projects.

The chairperson of a project board will be accountable to the relevant portfolio holder for the management of that project. This will include adherence with the meeting standards.

Hierarchical Meeting Structure

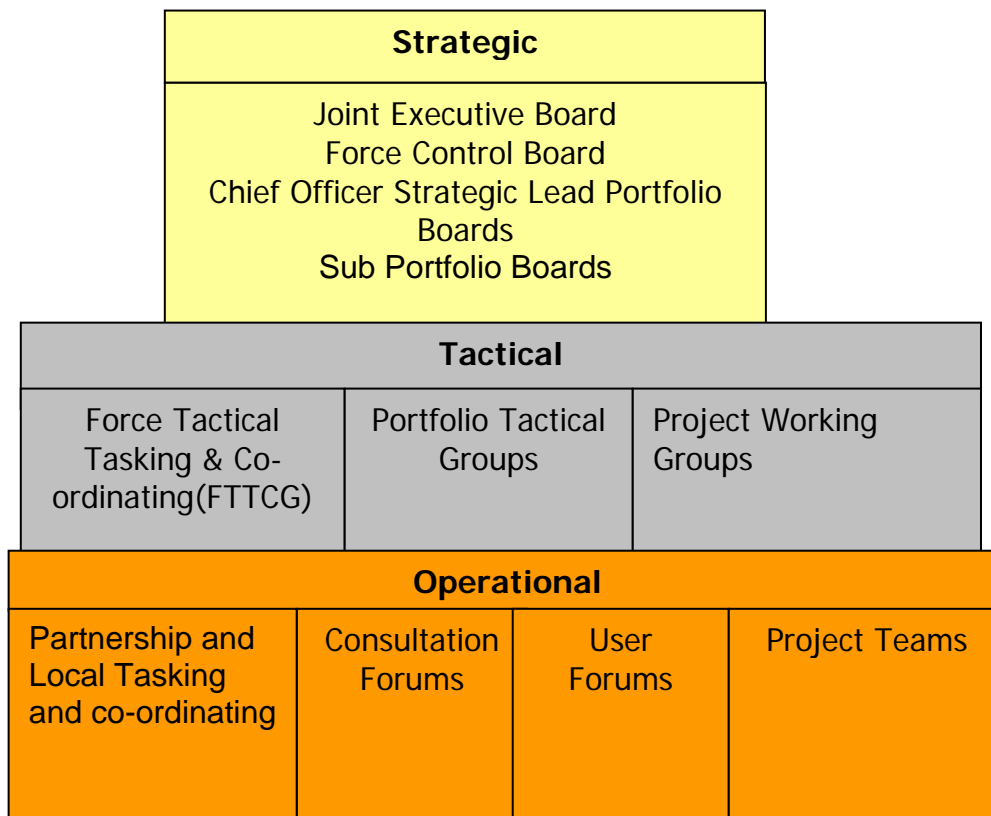
A structure chart showing the hierarchy of the meeting structure is shown below.

Terms of Reference will be produced for each meeting, which will be reviewed annually.

The Force meeting structure will be reviewed in the course of the annual Capability Assessment and as part of the Annual Governance Statement process.

A schedule of all Force meetings and papers of the Strategic Lead Portfolio Board meetings will be held on the intranet.

The hierarchical meeting structure is illustrated in Figure 3.



The model emphasises the relationship between the three levels.

Communication and Consultation

There is a requirement for communication and consultation to permeate through each level of the Governance Structure. This is achieved through membership across forums cascading information, specific consultation forums as well as publication of items from all other strategic and tactical meetings.

It is particularly pertinent that members of Joint Executive Board and Force Control Board cascade relevant information to their business areas/portfolios Boards. Strategic Lead Boards will all report to either the Joint Executive Board or Force Control Board .

Role of Trade Unions and Associations

The force recognises the valuable contribution that the Trade Unions and Associations make to the successful management of business. The three groups represented in the force are:

- Police Federation
- Unison
- Superintendents' Association

Not Protected

In normal circumstances there will be staff association representation at the, Lead Boards and key force project boards and individual groups and forums. In addition staff associations will be invited to attend the Joint Executive Board on quarterly basis.

At quarterly intervals (if required) there will be a JNCC meeting whereby the staff representatives discuss matters and issues with the Chief Officers that are not addressed elsewhere.

Meeting Conduct and Standards

Meetings will always be conducted in a manner to reflect the highest professional standards with the potential for matters to be disclosed to the public in mind.

All meetings will follow an agenda and each agenda item will be supported by a paper using the standard template. All Boards will be minuted with the exception of the Equality and Confidence Board and the Strategic Performance Board where all decisions and actions arising from the consideration of the papers will be recorded.

Meeting Conduct and Standards is shown in Appendix A

Disclosure of Meeting Records

All meeting papers will be subject to the Government Protective Marking Scheme.

In order to comply with the requirements of the Freedom of Information Act the content of meeting records should reflect the potential for public disclosure.

Minutes will be routinely disclosed and must be prepared in that knowledge.

It will be possible for a request to be made for any other record to be disclosed. In these circumstances the document will be reviewed and if necessary modifications made to enable release. This process will be managed by the Force Records Manager, Professional Standards Department.

Executive Authority

The Boards have executive decision making authority when chaired by a member of the Chief Officers' Group. In the event that a Chief Officer Chair is unable to preside over a meeting, they will nominate a replacement Chair. Should the replacement Chair not be an ACPO member, formal ratification by the ACPO Chair of any decisions must take place.

Boards which are jointly chaired will generally require either both Chairs or their representative to attend. If only one Chair is able to attend or a representative is in attendance, in the spirit of mutual respect, co-operation and professionalism all decisions taken will be notified by the joint Chair to the non attending Chair at the earliest opportunity or in any event reported at the next Joint Executive Board.

Strategic Groups have the full decision making authority when working within the remit of their terms of reference and have been given delegated executive powers as recorded in their terms of reference, through their parent Board. Should a decision outside the scope of their remit be required, it is to be referred back to the parent board.

4 Consultation and Authorisation

4.1 Consultation

Version No:	Name	Signature	Date
Police & Crime Commissioner			
Police Federation			
Superintendents Association			
UNISON			
Other Relevant Partners (if applicable)			

4.2 Authorisation of this version

Version No: 7.0	Name	Signature	Date
Prepared:	Karen Brownjohn		18/1/2014
Quality assured:			
Authorised:	Joint Executive Board		3/2/2014
Approved:	Chief Constable/PCC		3/2/2014

5 Version Control

5.1 Review

Date of next scheduled review	Date: 29 th May 2015
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5.2 Version History

Not Protected

Version	Date	Reason for Change	Created / Amended by
1.0	24/6/2003	Initial Document	
3.5	080206	Revision and new format	Chief Superintendent Merry
3.6	090306	Following consultation	Chief Superintendent Merry
3.7	170306	Further consultation	Chief Superintendent Merry
4	300306	Following approval	Chief Superintendent Merry
5	Nov 2008	Revision as part of Force Review – Dorset 2010	Chief Inspector Dymott / Mr Merry
5.1	April 2011	Reviewed as part of One Team	Karen Brownjohn
5.1	October 2011	Further consultation	Karen Brownjohn
6	October 2012	Transition – Single Governance Framework	Karen Brownjohn
7	January 2014	Updated to reflect the new Governance structure following Stage 2 transfer.	Karen Brownjohn

5.3 Related Forms

Force Ref. No.	Title / Name	Version No.	Review Date

5.4 Document History

Present Portfolio Holder	
Present Document Owner	Head of Governance
Present Owning Department	Governance Dept.
Details only required for version 1.0 and any major amendment ie 2.0 or 3.0:	
Name of Board:	Force Executive Board
Date Approved:	20 May 2013
Chief Officer Approving:	Chief Constable and PCC

Template version January 2013

Meeting Conduct and Standards

Meetings will always be conducted in a manner to reflect the highest professional standards with the potential for matters to be disclosed to the public in mind.

The following standards will apply to the conduct of all meetings:

- The Joint Executive Board, the Force Control Board and all Lead Boards will be planned and agreed annually in advance with associated Chairs' briefings before each meeting, if required.
- All other Boards and meetings will be planned and conducted in a manner to actively support the conduct of the Lead Boards.
- Terms of Reference will be published and reviewed annually.
- Terms of Reference and risk will direct meeting agendas.
- Style, presentation and content should always reflect the highest professional standards. Standard templates will be used at all times to support this.
- Agenda items must be submitted with supporting papers in the correct format at a specified time in advance of the meeting.
- All documents relating to meetings, (agenda, supporting papers, meeting records etc.) must be protectively marked in accordance with the Government Protected Marking Scheme (GPMS).
- Papers submitted late will not be tabled
- The agenda and supporting papers should be distributed **5 working days** in advance of the meeting.
- There should be formal notification of any apologies for a meeting and a suitable representative attend in their place.
- All meetings must be well prepared and focused on the business in hand. Most meetings/boards should not be more than 2 hours long and where the chair predicts longer is needed, the time should be published with the agenda.
- Meeting Chairs should actively manage the business of the meeting to ensure it achieves the desired purpose within its terms of reference and timescales.
- The conduct of meetings should be recorded, avoiding long narratives. In particular, decisions (with a short rationale if necessary) and actions must be recorded using the standard meeting record template, ensuring that actions and decisions clearly cross reference to the agenda item and supporting paper submitted for the meeting.
- The Joint Executive Board and other lead Boards with the exception of the Equality and Confidence Board and the Strategic Performance Board will be minuted.
- All Lead Boards will consider and approve risks and policies for their portfolio areas.
- Decisions taken by a Lead Board that have a financial impact beyond that budget delegated to the Portfolio area must be referred to the Director of Finance – Resources Board.
- All decisions should demonstrate the consideration of the impact on diversity and equality.
- Verbal updates must not require any decisions or actions to be taken.
- In exceptional circumstances where a verbal update results in a decision being made and/or actions being agreed the whole process must be minuted in full.
- Records of meetings, together with a list of actions, will be circulated within 10 working days of the meeting.
- An electronic version of all written records relating to the meeting should be published via the force intranet. These records become part of the 'corporate memory'.
- Commanders and Department Heads can attend any Force Board meeting.

