

## **STRATEGY GROUP**

Notes of the Meeting held on 09 November 2010, Conference Hall, HQ

### **Present:**

Sara Thornton	- Chief Constable
Francis Habgood	- Deputy Chief Constable
Steve Rowell	- Assistant Chief Constable, Local Policing
Terri Teasdale	- Director of Resources
Helen Ball	- Assistant Chief Constable, Crime & Criminal Justice
John Campbell	- Assistant Chief Constable, Operations
Amanda Cooper	- Director of Information, Science & Technology

### **Specialist Support:**

Chris Allum	- Executive Coordinator
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### **Item 81**

Paul Sullivan	- Force Security Manager
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### **Item 82**

Linda Waters	- Head of Corporate Finance
Paul Tinnion	- Head of Local Policing Review

### **Apologies:**

## **78 – ADMINISTRATIVE MATTERS**

The minutes of the meeting held on 14<sup>th</sup> October 2010 were agreed subject to a minor amendment.

## **79 – PERFORMANCE**

The DCC presented the current position against the delivery plan targets, performance as a Force was good with the majority of targets being met at the half year point. Progress at the LPA level was also improving.

## **80 – QUALITY OF SERVICE UNIT REVIEW**

The ACC Operations presented a paper reviewing the functions of the department to identify areas for improvements and savings and also to assess the resilience of the department in relation to future organisation change.

The department covers three main areas of surveys both internal and external, Property Management of items taken in to police possession and Quality of Service.

The paper outlined three options for savings, a discussion took place where it was agreed to implement Option one now and work towards option 3 with the following actions:

- ACC O to liaise with the DCC to discuss where Direction and Control Issues may sit in the future.
- ACC O to liaise with the DCC to review the survey requirements of the organisation including contractual arrangements and if required where the function may sit in the future.
- ACC O to discuss with the DCC and ACC LP on the impact of moving the function of counter services and property to what would be 'Neighbourhood Policing and Partnerships' in the new structure

It was agreed:

1. To implement option 1
2. The ACC O to discuss with the DCC and ACC LP the impact of distributing the functions within the organisation.

**Action: 1. ACC O**  
**2. ACC O**

## **81 – VETTING UNIT**

The Director of Information, Science and Technology presented a paper reviewing the Central Vetting Unit activity and the recently published ACPO National Vetting policy.

A gap analysis had been undertaken to identify any gaps between current TVP practice and the new policy and the biggest difference existed in what was termed 'Aftercare' which consists of renewals of vetting clearance against the National Vetting Policy timescales.

The recommendations if agreed, would, along with predicted reductions in the recruitment workload, free up capacity within the department to allow savings to be offered. It was also suggested that a review be undertaken in a years time following implementation of the recommendations to assess the impact.

The paper proposed ten recommendations

**Recommendation 1** - TVP should wherever possible seek to secure full compliance with the minimum standards for Personnel Security detailed within the ACPO National Vetting Policy and associated SOP's. - **Agreed**

**Recommendation 2** - As a priority TVP should develop and implement effective arrangements for the introduction of Enhanced Management Vetting and the provision of an integrated and comprehensive Aftercare policy which incorporates HR support and utilises the PDR process. – **Agreed in principle – work with staff associations and HR to work out a process linked to the PDR review, proposals to be submitted back to CCMT before implementation**

**Recommendation 3** - That TVP continue to utilise its existing appeals procedure. Internal appeals to be dealt with in house and only referred to ACPO in extreme cases. External reviews to be conducted by Force Vetting Officer. - **Agreed**

**Recommendation 4** - That the force continues to undertake checks on all current and past family members detailed on a recruits vetting application (RV) ensuring full compliance with NVP and associated SOP's, but that extended checks on family members for NPPV2 applications and staff internal transfers are discontinued. - **Agreed**

**Recommendation 5** - That for new Volunteer recruits the NPPV2 level of vetting as recommended by the NVP should be introduced to replace the RV standard currently used. - **Agreed**

**Recommendation 6** - That to comply with the NVP and to maintain the security and integrity of the force that vetting checks continue to be undertaken at NPPV1 of all contractors and tradesmen requiring access to the force. However work is undertaken with HQ Procurement to look at the feasibility of setting a 'Contractor Limit' and charging for vetting clearances. In addition discontinue annual reviews of NPPV1 clearances but review every 3 years. - **Agreed**

**Recommendation 7** - That the force now conducts any reviews of NPPV1 vetting files that maybe required at a point 3 years beyond the initial clearance date. - **Agreed**

**Recommendation 8** - That key CVU staff are fully trained and accredited to utilise PND to access force systems to conduct vetting enquiries, and that work is undertaken to further explore the potential for IRB to undertake vetting checks on behalf of the CVU. – **Agreed for two licences be allocated to the CVU and further work to explore the potential for a suitable unit to undertake checks of PND on behalf of CVU.**

**Recommendation 9** - That the force discontinues its ad hoc approach to undertaking reviews of vetting clearance for staff transferring to sensitive posts in favour of developing and introducing an NVP compliant programme of Aftercare.  
- **Agreed**

**Recommendation 10** - That subject to proper assessment and evaluation the force seeks to reduce the number of NSV (DV) clearances in favour, where appropriate of EMV. – **Agreed, also to review the number of posts requiring DV, the SECTU to be charged for their DV checks.**

It was agreed:

1. Recommendations 1-10 as outlined above

**Action: 1. DIST**

**82 – MEDIUM TERM FINANCIAL PLAN – CLOSED under the Freedom of Information Act 2000 – exemption 22 – Information intended for future publication.**

### **83 – Developing the Three year Strategy**

Following on from the Senior Leaders Forum held on the 4<sup>th</sup> November where attendees suggested possible actions for the Strategy and Delivery plan, the DCC presented a paper summarising the feedback from that day on the suggested priority headings and incorporated feedback on bureaucracy reductions.

The Strategy Group then examined the feedback and selected some keys areas for possible actions that would need further work and refinement.

Priority 1 – ‘To Cut Crimes which are of most concern to the community’

Some possible actions under this priority would be:

- Action around project Morse linked to delivery – ACC C&CJ
- Action around improving the Custody Process – ACC C&CJ
- An action around the Night time economy & tackling violence – ACC LP with ACC C&CJ
- An action around our response to dealing with rural & business crime – ACC LP
- identify which crime types are of concern - DCC

Priority 2 – ‘To increase the visible presence of the police’

- Action around Neighbourhood Policing – ACC LP
- Action around Anti-Social Behaviour – ACC LP
- Action around Special Constabulary & Volunteers – ACC LP
- Action around Uniform presence on the street
- Action around Discretion / Bureaucracy – DCC
- Action around Local Policing Model Implementation – DCC

Priority 3 – ‘To protect our communities from the most serious harm’

- Action around enhancing the effective risk management of vulnerable victims – ACC C&CJ
- Action around supporting those intimidated by organised criminals – ACC C&CJ
- Action around testing our response to extreme terrorist threats – ACC C&CJ
- Action around reducing local threats to the Olympics – ACC O
- Action around implementing the TVP/Hants Operations collaboration – ACC O

Priority 4 – ‘Inform, listen and respond to our communities’

- Action around increased use of targeted communication exchanges – DIST
- Action around providing realistic, positive and sensitive messages – DIST
- Action around increasing use of communication technology – DIST
- Action around local staff giving consistent local information – DIST
- Action around Listening and responding to the needs of isolated communities – DIST

Priority 5 – ‘To develop the leadership and professional skills of our staff’

- Action around embedding Serving with Pride and Confidence with a strong public focus – CC
- Action around developing the leadership skills of our staff – DOR
- Action around managing the change effectively – DOR
- Action around developing performance, resource and attendance management skills – DOR

Priority 6 – ‘To reduce costs and protect the frontline’

- Action on matching resources to demand and risk – DCC

- Action around ensuring that all staff are aware of the cost and value of services – DCC
- Action to 'sweat assets' to reduce non staff costs – DOR
- Action to make best use of technology – DIST
- Action to streamline processes to deliver an effective first time response
- Action around the delivering on the productivity strategy – DCC

Where possible an action lead was identified from the Chief Officer team to work on suitable wording for the actions.

**Action: All to note**