

v.5

STRATEGY GROUP

Notes of the Meeting held on 8th September 2009, Conference Hall

Present:

Sara Thornton	- Chief Constable (<i>present from item 73 onwards</i>)
Francis Habgood	- Deputy Chief Constable
Brian Langston	- Assistant Chief Constable, Operations
Amanda Cooper	- Director of Information, Strategy & Technology
Steve Rowell	- ACC Local Policing
Nick Gargan	- Assistant Chief Constable, Crime & Criminal Justice
Dave Lewis	- BCU Commander, Berkshire East
Steve Kirk	- LPA Commander, Reading
Paul Tinnion	- BCU Commander, Bucks
Nikki Ross	- LPA Commander, Milton Keynes
Brendan O'Dowda	- BCU Commander, Oxon
Pete Davies	- Head of Diversity Unit
Rob Mason	- Major Crime
Steven Chase	- Head of Human Resources

Specialist Support:

Jim Trotman	- Head of Strategic Development
Roy Probert	- Communications Manager
Emma Jordan	- A/Senior Executive Assistant

Apologies:

Terri Teasdale	- Director of Resources
Richard Bennett	- BCU Commander, Berkshire West
Andy Taylor	- Head of Crime Support
John Liversidge	- Head of Local Policing

Attendance:

Items 66-82

Supt Andy Standen	- Head of Change
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Item 73 – 82

PC Nicola Tipping	- Bucks BCU
PC Emily Dover	- Bucks BCU

Item 69

Insp Daren Carver	- ICT
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Item 70

Supt Rob Povey	- Head of Roads Policing
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v.5

Item 71

Kelly Scully - Front Counter Services Manager

Item 72

Supt Gez Chiariello - Serving with Pride and Confidence
Insp Tom Brooks - Staff Officer

Item 73-82

Linda Waters - Head of Corporate Finance

Item 76

Bev Hobson - Housing Strategy Co-ordinator

Item 78

C/Supt Dan Hale - Head of ICT
Supt Steve Hockin - Head of Criminal Justice
Hugh Blythe - Deputy Manager ICT

v.5

66 – 09/10 ADMINISTRATIVE MATTERS

The minutes of the previous meeting were agreed as a correct record.

67 - 09/10 PERFORMANCE UPDATE

The Force performance summary April to August 2009 was reviewed.

The following indicators were commented on:

Increase the number of Special Constables – it was commented that it is important to retain as many officers as well as increase in recruitment in order to achieve this target.

Increase the percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area – the current performance is just below the target and the sample size has been increased. It is important to maintain this level of performance.

95% of Domestic Risk Assessments to be completed and recorded on CEDAR within 3 days of the incidents being reported – RED

The DCC has been monitoring this area of performance on a four weekly basis, before the introduction of DASH performance had reached 98%. As the DASH reports can be ORC'd there should be an increase in performance to almost 100%, this will need to be monitored. In order to achieve the target set for the year the performance will need to be maintained at 98%.

Reduce assault with less serious injury – Non Domestic by 3% - RED

The detection rate for the twelve month rolling period is lower than it was at the same point last year. The Head of Performance has written an audit report relating to this issue which provides 4 recommendations, it was agreed to circulate this report and the bandings report to the attendees of the meeting.

Increase the percentage of Sanction Detections for Serious Sexual offences to 25% - AMBER

This performance indicator is heading in the right direction, however there have still been no detections at Chiltern LPA and the Vale of White Horse LPA could improve their performance.

Increase the Sanction Detection rate for Hate Crime to 35% - AMBER

It was commented that High Wycombe had made great improvements in this area of performance.

It was agreed:

1. To note the update

Action: 1. All to note**68 – 09/10 MIDAS (MOBILE IDENTIFICATION SERVICE) FUNDING**

A paper was presented to the meeting regarding the Mobile Identification Service (MIDAS) and the proposed funding arrangements from 2010.

Project Lantern was the field trial that will be known as MIDAS in the future. A proposal has been received from the Chief Constable of West Midlands Police, on behalf of the NPIA, asking Thames Valley Police to indicate our intention to support the funding required from the next financial year.

Thames Valley Police currently have 20 Lantern devices. The first 10 were received with a nominal £10/month rental charge and were issued to Roads Policing. Based on the success of these devices a further 10 were purchased at a total fee of £61,000 covering the costs for all 20 devices. The additional 10 devices were divided across the BCU's and managed by HQ Operations. The new funding proposals would require a significant increase in financial commitments with three main elements:

1. Central architecture costs
2. Communication costs
3. Cost of handheld devices

The funding requirements were discussed and it was queried what the central architectural costs were, as they seemed very expensive. The option of collaboration was discussed and the meeting was informed that this had been investigated and would not yield any savings; the costs would still be the same. Surrey Police are the only force within the South East Region that has funded this project but they have paid for it through capital funding rather than revenue. It was agreed that it would be useful to explore how they paid for it via capital funding and the meeting was reminded that there is a central capital fund for ad hoc NPIA projects that might be able to fund this. It was noted that if the decision is not to go ahead with the funding the message needs to be carefully managed to staff as it is a popular tool to use on operations.

It was agreed that if Thames Valley Police did decide to fund this project then it would need to be ensured that it was fully utilised. There may be an application for this technology that could be added to Blackberrys. It was agreed that no decision regarding this matter could be made at this meeting as the budget would need to be considered first. However, given the cost benefit analysis at this stage a negative response would be provided to the NPIA. The Head of Roads Policing was allocated ownership and was tasked with establishing the regional and national stance as well as the operational benefits and the findings are to be submitted to the October 14th budget Strategy Group for decision.

v.5

It was agreed:

1. Head of Roads Policing is to own this piece of work and is to research what is happening regionally and nationally.
2. Head of Roads Policing to let NPIA know that we cannot commit to the funding at this stage.
3. A final decision would be made at the 14th October Strategy Group of further research showed that investment was required.

Action: 1-3. ACC O [Head of Roads Policing]

69 – 09/10 PND

A paper was presented providing an update on the current status of the National Impact Programme and the approach to date of Thames Valley Police with regards to the implementation of the Police National Database (PND). Agreement was sought over the initial plans for future deployment and implementation as well as ownership once it is business as usual.

The PND is the key deliverable of the National Policing Improvement Agency (NPIA) IMPACT programme in response to recommendation one of the Bichard Enquiry for a 'national IT system for England and Wales to support police intelligence'. PND was compared to the Impact Nominal Index (INI)+ whereby other forces will be able to see our records with the detail sitting behind it.

Concern was raised regarding the fact that it was stated that custody would be included within phase 1 of the PND implementation. It was clarified that it will be the information from NSPIS and will not cause additional work.

The meeting was informed that once PND is implemented there will be a deluge of information available, a lot of which will be useful but equally will create a lot of extra work. This needs to be debated and the level of resource required to implement this needs to be identified and the business rules and processes need to be in place from an early stage.

The deployment of PND across TVP is constrained by the mandates of the NPIA with the necessity to operate in a confidential environment. The phased approach by NPIA restricts the force as to the purpose and business areas in which the PND can be used. Our deployment models are:

1. A PND Bureau situated within IRB – this would give 24 hrs access to the PND via our existing Information Research Bureau.

v.5

2. Direct User Access – PND is accessed directly by those individual licence holders positioned within the three strategic benefits area of the business: PVP, CT and various crime departments.
3. Local Mini Bureaus - direct access users used to access PND by other eligible areas of the business, e.g. BCU PVP providing checks for Area Intelligence around the key strategic benefits.
4. A combination of all three of the above

Option 4 was recommended to the meeting in light of the lessons learnt from the implementation and deployment of INI. This recommendation was agreed with DIST allocated the owner of the PND with ACC CCJ (Crime Support) as the Senior Operational User.

The loss of INI needs to be flagged up as a risk and the impact to the organisation if PND doesn't work as required needs to be calculated, especially in light of the fact that INI will now be switched off earlier than planned. The DIST would own this risk but it would be mitigated by ACC CCJ.

It was agreed:

1. Recommendation agreed
2. DIST is to own PND with ACC CCJ as the Senior User owning operation business processes.
3. To flag up the risk of loss on INI, especially in light of the fact that it will now be 'switched off' sooner than planned and to assess the impact to the organisation if PND does not work as required. This area of work will be owned by DIST but mitigated by ACC CCJ.

Action: 1-2. DIST [Head of Information Management]; 3. ACC CCJ [Head of Crime Support]

70 – 09/10 PRODUCTIVITY PLAN UPDATE

A progress report on the Productivity Plan 09/10 was presented to the meeting.

A revised budgetary position was considered with the addition of the Customer Journey contributing to this years Productivity Plan with the total non-cashable savings listed as £3,295,042 and the cashable savings as £9,650,911 providing total savings of £12,945,953. The recommendation for the meeting to note the savings and provide feedback and details of the further work required was agreed.

The DCC stated that the Police Authority had requested that the force look at budgets of 0%, 1% and 2% precept increase. The Productivity Plan Team were tasked with looking at the impact the savings offered would have on performance and the risk to the organisation, with each saving allocated a RAG status as in

v.5

previous years. Caution had been expressed about the Business Support figures that are being presented centrally as the figures do not seem to match the figures out on area. The team must also remember that people often double-hat and this must be taken into consideration when looking at individual posts. BCU Commander (Bucks) raised concerns that the Business Manager posts were included within the Business Support ZBB as the division of their labour to other parts of the BCU would not be feasible.

The second recommendation was for the team to review all of the non cashable savings and agree the final figures with Corporate Finance and the Deputy Chief Constable. This was agreed with Craig Hewing tasked with meeting with the Police Authority Treasurer to discuss.

The current news article regarding Essex Police's publicised savings was discussed. TVP have already reviewed the savings published by Essex and many of the initiatives are similar to those in TVP. The possibility of providing a similar press release was considered and concerns were raised that it could become a savings league table. However it was agreed that it would be useful to have a briefing note of the achievements of the Productivity Plan to provide to the public and partner organisations if required. Supt Change Management was tasked with compiling a briefing note providing the numbers deployed back to the front-line including case investigators and he is to link in with the Workforce Modernisation report that Katrina Hancox is currently writing.

The requirement for future planning for a change in government, which could have far reaching implications, was discussed. This issue will be looked at through the 3 year Productivity Plan, Senior Leaders Forum and collaboration.

Supt Rob Povey was thanked for all of his work on the Productivity Plan and wished him well in his new role as Head of Roads Policing.

It was agreed:

1. Recommendation 1 agreed
2. Recommendation 2 agreed
3. Craig Hewing is to meet with the DCC and TVPA Treasurer to review the non-cashable savings
4. Supt Andy Standen is to produce a briefing document to include the increase in police officers on the frontline along with the case investigator numbers. He is to link in with the workforce modernisation position statement that Katrina Hancox is currently producing. This is to be quality assured by the DCC.

Action: 1-4. DCC [Head of Change]

v.5

71 – 09/10 MYSTERY SHOPPING

An update on the current status of the TVP Mystery Shopping Programme as well as future options for development was put forward for consideration.

The programme began with front counters in September 2008 and measures set against service standards. Since that time 111 'shops' have been carried out. At present the results are published on a force wide basis across the data streams to show areas of improvement. Culturally the front counter staff have been resistant to mystery shopping and did not want it used for personal feedback, which was backed up by UNISON, so it has been kept generic.

In April 2009 the programme began to develop to incorporate Neighbourhood Policing prompted by the Head of Neighbourhood Policing for the HMIC Inspection of the Policing Pledge which was scheduled for June 2009. Service standards which linked into the pledge and the NHP performance framework were created.

The Mystery Shopping Programme is run at no cost, all of the mystery shoppers are volunteers and cannot claim expenses, and the allocation is managed within the Quality of Service department.

Four actions were put forward for consideration:

- 1) CCMT is asked to note the progress made so far in relation to the development of the Mystery Shopping Programme and consider the following options for the future of the programme.
- 2) To decide whether the current model of Mystery Shopping for Front Counters should be modified to provide more timely and individual or team based feedback.
- 3) To decide whether or not Mystery Shopping is the most appropriate and cost-effective vehicle for testing organisational commitment to Neighbourhood Policing and Pledge Compliance.
- 4) To endorse further development of the concept into areas such as CRED and Diversity testing.

The meeting noted the work to date of the Mystery shopping Programme and considered the options.

ACC Local Policing stated that he was a big supporter of mystery shopping but felt that there was a gap about how the feedback changes the way we conduct our business so would be cautious about expanding it any further until this had been rectified. There was a general consensus with this point and it was felt that it would be useful to be able to provide both positive as well as not so positive feedback to strive to improve the service provided. It was agreed that Mystery Shopping should be modified to provide more timely and individual or team based feedback and to involve UNISON to take this forward.

v.5

With regards to Neighbourhood Policing there is already an overt technique in place for testing which reports to Performance Group. This area is not currently performing well and would like it to improve before investing in any covert testing.

The Head of the Diversity Unit commented that his team are currently carrying out some service delivery BME work and would not like to see it as a separate strand within mystery shopping. It was agreed that this issue will be dealt with by ACC LP and the Head of the Diversity Unit.

Recommendations 3 and 4 were not agreed for the moment, further work is required and they will be considered again in a future proposal.

It was agreed:

1. Recommendation 1 agreed
2. UNISON need to be consulted before proceeding any further with recommendation 2.
3. Recommendation 3 was not agreed, what is currently being carried out needs to be developed further before looking to expand.
4. Recommendation 4 was not agreed but would be considered in the future

Action: 1-4. ACC O [Head of Quality of Service]

**72 – 09/10 END TO END PROCESS/CUSTOMER JOURNEY UPDATE
CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 –
EXEMPTION 22 - INFORMATION INTENDED FOR FUTURE PUBLICATION**

**73 – 09/10 FINANCIAL POSITION – CLOSED UNDER THE FREEDOM OF
INFORMATION ACT 2000 – EXEMPTION 22 INFORMATION INTENDED FOR
FUTURE PUBLICATION**

**74 – 09/10 ADAPTIVE BUILD - CLOSED UNDER THE FREEDOM OF
INFORMATION ACT 2000 – EXEMPTION 22 INFORMATION INTENDED FOR
FUTURE PUBLICATION**

**75 – 09/10 DIP FUNDING - CLOSED UNDER THE FREEDOM OF
INFORMATION ACT 2000 – EXEMPTION 22 INFORMATION INTENDED FOR
FUTURE PUBLICATION**

v.5

76 – 09/10 EQUITY LOAN SCHEME - CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 – EXEMPTION 22 INFORMATION INTENDED FOR FUTURE PUBLICATION

77 – 09/10 ROAMERS – CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 – EXEMPTION 31 LAW ENFORCEMENT

78 – 09/10 NSPIS CASE/CUSTODY – CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 – EXEMPTION 43 COMMERCIAL INTERESTS

79 – 09/10 COLLABORATION – CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 – EXEMPTION 22 INFORMATION INTENDED FOR FUTURE PUBLICATION

80 – 09/10 PULSE STAFF SURVEY

Following the results of the PULSE staff survey each OCU, BCU and department were tasked with developing their own PULSE plan based on the feedback, a variety of these plans were presented to the meeting. While they vary in style and scope they have followed the individual feedback provided to them.

It was recommended that 6 monthly updates on progress are forwarded to Strategic Development and a summary submitted to Strategy Group to ensure that the plans are kept as active documents until the next PULSE survey. This was agreed along with ensuring that the work that had been carried out, 'we did', is published on the intranet. It was agreed that all of the PULSE plans are to be published on the intranet.

Supt Andy Standen was tasked with checking with Maven if we own the questions and methodology used in the most recent PULSE survey.

The Chief Constable stated that her Chief's Review at the end of the week would be focussed on the PULSE action plans and that there will now be quarterly updates on each Chief Officers portfolio published on their CCMT intranet page.

It was agreed:

1. To monitor all of the PULSE plans on a 6 monthly basis and publicise to the force what 'we did'
2. Publish all of the plans on the intranet
3. The Chiefs Review this week will focus on the PULSE plans

v.5

4. Quarterly updates from each Chief Officer regarding the work of their portfolio will be published on the individuals CCMT intranet page. Feedback will be invited via a link on this page.
5. Supt Standen is to check if TVP own the questions and methodology of the survey.
6. The survey next year must include the same questions as this year for comparison purposes.

Action: 1-2. DCC [Head of Change]; 3. CC; 4. CCMT; 5-6. DCC [Head of Change]

81 – 09/10 SENIOR LEADERS FORUM

The next Senior Leader's Forum (SLF) is due to be held on Tuesday 24th November at the Kassam Stadium, the meeting were asked for ideas for themes for the forum. The November SLF is normally used to look at the Force 3 Year Strategy but this year there will only be a refresh of the strategy so this theme would no longer be suitable.

The current 3 year Productivity Plan is coming to the end of its lifecycle so the development of the new plan was discussed. It was commented that productivity now has a different feel to before, we are now looking at if we are ready for the future as the Police could be facing significant changes if there was a change in government. It was agreed that while this topic was important the aim of the day was to motivate staff therefore focussing on leading change would be more beneficial. The theme of challenging leadership was discussed and how senior management would implement it. The Head of Diversity commented that he would like to see diversity included within this debate to empower leaders, as the PULSE survey indicated that 18% of the work force still feel they are being harassed.

The Head of Strategic Development suggested a confidence presentation that he had recently seen.

It was agreed that whatever the theme staff need to have something useful to take away at the end of the day that can be practically applied.

It was agreed:

1. To note the above comments and use them to formulate the agenda.

Action: DCC [Head of Strategic Development]

v.5

82 – 09/10 ISR

The issue of the bureaucratic process for completing the computer version of the CID-72 information report had been brought to the attention of the Chief Constable who wanted to share this issue with Strategy Group to look for solutions.

It was noted that officers do find the system complex and bureaucratic and could be impacting the intelligence being recorded. ACC CCJ commented that research does not corroborate this, a dip in the recording of intelligence has been identified after the initial introduction of ISR but then after a couple of months it is seen to be back to normal levels. PC Tipping had spoken to her colleagues on BCU and a lot of the PCSOs felt that ISR was not as good as the old method and that on average it was taking 10-15 minutes to log on and complete an intelligence report.

All agreed that the principal behind the computer based system was sound but it has been over engineered for its purpose. It was suggested that TVP could go back to Charter and ask them to reduce the bureaucracy of the system, even if it cost some money it would be an invest to save. C/Insp Olly Wright was tasked with reviewing the processes and to look at where bureaucracy could be reduced in relation to ISR and to link this in with the reducing bureaucracy strand of the Productivity Plan.

It was agreed:

1. C/Insp Olly Wright is to review the processes for completing an ISR entry and establish if it's possible to reduce the bureaucracy through a 'bottom up' approach from officers.
2. This work is to link into the Reducing Bureaucracy strand of the Productivity Plan

Action: 1. ACC CCJ [Head of Crime Support]; 2. DCC [Head of Change]