

## STRATEGY GROUP

Notes of the Meeting held on 21 January 2011, 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
John Campbell	- Assistant Chief Constable, Operations
Amanda Cooper	- Director of Information, Science & Technology
Dave Lewis	- BCU Commander, Berks East
Chris Shead	- BCU Commander, Berks West
Paul Emmings	- BCU Commander, Bucks
Brendan O'Dowda	- BCU Commander, Oxon
Nikki Ross	- BCU Commander, Milton Keynes
Steven Chase	- Head of Human Resources
Liam MacDougall	- Head of CRED
Andy Taylor	- Head of Crime Support
Alan Baldwin	- Head of Crime Change Project
Steve Kirk	- Head of Local Policing
Gez Chiariello	- Head of Criminal Justice
Sue Curtis-Davison	- Head of Corporate Communications

### **Specialist Support:**

Chris Allum	- Executive Coordinator
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### **Apologies:**

None

## **102 – ADMINISTRATIVE MATTERS**

The minutes of the meeting held on 09 December 2010 were agreed.

## **103 – MATTERS ARISING**

Minute 86 – Body Armour – The trial had yet to take place due to delays in the suppliers providing samples to trial, trial to be conducted by operational officers and the ACC O to present a paper to the February Strategy Group Meeting

Minute 94 – Local Policing Model – Resourcing – Recommendation 3: DCI posts not ‘transitional’ but will still review after a year.

Minute 95 – Resourcing of Incidents:- an update to be presented to the February Strategy Group Meeting

Minute 80 – Quality of Service Review – **CLOSED under the Freedom of Information Act 2000 – exemption 22 – Information intended for Future Publication.**

Minute 77 – Medium Term Financial Plan, line 361- CADOs:- For clarification the proposal agreed at the October Strategy Group meeting and contained in the papers presented at the meeting was for a CADO to be allocated to the following LPAs, Milton Keynes, Slough, Reading, High Wycombe and Oxford. This level of detail was not shown in the published minutes.

## **104 – FINANCIAL POSITION**

The Director of Resources presented the current revenue position as at the end of December 2010. In respect of Police Overtime the ACC C&CJ highlighted that the narrative relating to Major Crime was partially incorrect, demand was not lower but new working practices alongside the working patterns had seen reductions in overtime. The financial position was noted.

It was agreed:

1. To note the financial position

**Action: 1. DIST**

## **105 – PERFORMANCE, POLICING PLANS AND TARGETS**

The DCC supported by the Head of Performance presented a number of performance related documents to the meeting.

### Performance Monitoring

The current Force performance was noted.

### Annual Delivery Plan 2010/11 Q3 report

The Q3 monitoring report was presented to the meeting to be agreed ahead of submission to the Police Authority Meeting at the end of the month. The Q3 report was endorsed.

### Draft Delivery Plan 2011/12

The latest iteration of the Draft Delivery Plan for 2011-12 was presented to the meeting. During the discussion it was agreed that there was a need for an action under Priority 1 for reducing Anti-social Behaviour and an action under Priority 6 relating to reducing carbon emissions. It was also agreed to reword action 1.6 to 'Implement a new crime system'.

### Annual Plan Targets 2011/12

The Head of Performance presented a paper on the proposed targets and key diagnostic indicators for 2011/12. It was noted that there was a move to compare forces nationally and not just with our Most Similar Forces (MSF) therefore there was a need to be aware of our position nationally with an eye to our position within the MSF.

The following recommendations were made:

#### Cutting Crime

Violence against the Person – Reduction target of 7.5% - Agreed

Serious Acquisitive Crime – Reduction target of 5% - Agreed

#### Investigating Crime

Violence against the Person with Injury – Detection target 40% - Agreed

Serious Acquisitive Crime – Diagnostic – Detection target increasing 15% with the control strategy for Burglary, Robbery and Theft From Motor Vehicle – Agreed

Serious Sexual Offences – Diagnostic – Detection Rate to be maintained - Agreed

Victim Satisfaction – Increase of 1% above the outturn figure excluding RTC - Agreed

Response Rates – Remain as diagnostic and current levels - Agreed

Organised Crime – DCS Taylor to develop proposals for the DCC based on the new method of calculation of OCGs.

Management of Risk – To continue to monitor existing DA measures – Agreed

'People' targets – Overall BME recruitment rate target of 10% with monitoring of the Police Officer, PCSO and Special subsets – Agreed

Increase the number of Special Constables to 700 - Agreed

It was agreed:

1. To endorse the Delivery Plan 2010/11 Q3 monitoring Report
2. To approve the latest version of the draft 2011/12 Delivery Plan incorporating the changes outlined above
3. to endorse the targets and diagnostics as outlined above for 2011/12

**Action: 1. All**

**Action: 2. DCC**

**Action :3. DCC**

## **106 – CRIME RECORDING – REDUCING BUREAUCRACY**

The Head of Performance presented a paper outlining the local issues relating to crime recording and the perceived bureaucracy. Of particular disquiet amongst officers is the commencement of a CEDAR record for officer attended crime before the officers actually attend the incident and the difference in thresholds in recording a crime to being able to remove a crime when the officer has attended. Under consideration were five recommendations they were:

### **Recommendation One**

The practice of creating CEDAR records for allegations of crime prior to officers attending ceases and that Command and Control logs are used to manage the initial response.

Following attendance by an officer an update will be provided, which must be within 72 hours. Where there are valid grounds not to record a crime the reasons will be recorded in the Command and Control log without the need to complete a CEDAR record unless a CEDAR record is required by virtue of another force policy, i.e. Domestic Abuse, CAIU etc.

In cases where the crime is confirmed the attending officer will use the existing ORC process to create a crime report with the correct crime classification at the point of creating the CEDAR record.

### **Recommendation Two**

The CEDAR system owner, Detective Chief Superintendent Taylor, to consult with stakeholders and review the business case for the continued need to record non-crime events on the CEDAR database and make recommendations to CCMT outlining potential reductions in recording low risk events and to identify any high risk events where there may be a strong business case for continued use of CEDAR, i.e. unsubstantiated rape complaints.

### **Recommendation Three**

The Head of Control Rooms & Enquiry Department to work with stakeholders to develop revised business processes to allow officers to create initial crime reports following their attendance to allegations of

crime; and to close unsubstantiated allegations in Command & Control logs without the need for a CEDAR record.

#### **Recommendation Four**

The Head of Control Rooms & Enquiry Department to work with stakeholders to develop revised business processes to ensure that SOCO resources are deployed appropriately and in a timely manner.

#### **Recommendation Five**

The Head of Performance, in consultation with the DCC, to develop effective management arrangements to provide effective oversight and scrutiny arrangements, proportionate to risk, which ensure allegations of crime are consistently recorded in accordance with the NCRS and HOCR.

Recommendations 1-5 were approved, outline proposals to recommendations 1-3 for officer attended crime to be developed for implementation on 1 April 2011 be presented at the February Strategy group meeting.

The DCC and Head of CRED were also requested to consider what improvements could be made to the crime recording processes for those cases dealt with exclusively by the PEC by way of telephone resolution.

#### It was agreed:

1. To approve recommendation 1-5 with outline proposals for officer attended crime under options 1-3 to be presented to the February Meeting
2. That the DCC and Head of CRED consider what improvements could be made to the crime recording process for those cases dealt with exclusively by the PEC by way of telephone resolution

**Action: 1. DCC, ACC C&CJ & ACC O**

**Action: 2. DCC**

### **107 – 101 SINGLE NON EMERGENCY NUMBER UPDATE**

The Head of Control Rooms and Enquiries Department presented a paper updating the meeting on the current position on the use of 101 as the single non-emergency number.

Since the original inception of 101 being a single non-emergency number for the public to call in relation to any 'public service' the pilots had with exception of a handful ceased to function as the multi-agency as originally envisaged. Since then there has been a move to utilise 101 as the single non-emergency number for all Police Forces in England and Wales.

Aligned to this emerging issue was that of the Forces current use of an 0845 number for the public to call. Since it's introduction a number of issues have arisen. The 0845 numbers are seen as a 'premium cost service' although TVP

has never derived a profit from the use of the 0845 number and therefore the 'brand' is tainted, this is further compounded where telecoms providers who had originally included 0845 numbers within the package deals for free calls and have now excluded them, giving the public the perception they have to pay for the calls.

The current cost to TVP for the 0845 number is £10,500. Initial anticipated costs for 101 are in the region of £18,000 - £23,000 pa with the most recent indications that the cost will fall at the lower end of the scale.

It was agreed to move to the national 101 single non-emergency contact number for policing

It was agreed:

1. To move to the 101 single non-emergency contact number for policing

**Action: 1. ACC O**

## **108 – REDUCING BUREAUCRACY.**

The Chief Constable provided an update to the meeting on the recently conducted Bureaucracy visits across the Force highlighting the issues and actions arising as a result of the visits.

One particular issue that was raised which the meeting was asked to consider was the descriptors used in the PDR and the view was that they needed to be more positive. Three options were put forward and it was agreed that Option 1 be introduced for the PDR 2011/12.

It was agreed:

1. To change the PDR descriptors for 2011/12 to those listed under Option 1

**Action: 1. DIST**

## **109 – PCSO UNIFORM**

The ACC O presented a paper outlining proposals for a change in the uniform for PCSO's. Progress had been made at a regional level in terms of willingness to purchase collaboratively on items of uniform and the proposed changes to the PCSO uniform would be able to take advantage of these emerging arrangements.

The proposal to introduce blue wicking shirts identical to the police officer black wicking shirts and combat trousers would not only meet the national guidelines on PCSO uniform but offer the force savings in the medium to long term.

It was agreed to adopt option 3, the introduction of Blue wicking shirts for PCSOs, option 5 the issue of combat trousers to PCSOs and option 6 the withdrawal of the NATO pullover.

It was also agreed that the roll out be phased in the same way the police officer uniform issue was.

The ACC O also highlighted that the Force was represented by staff at a regional level and they did not have the delegated authority to commit the force without further consultation, which could given the frequency of the regional meetings put in an unnecessary delay. It was agreed that those representing the Force at a regional level for uniform are clear that the Force's preferred position is for collaboration and that any exception is raised with CCMT.

It was agreed:

1. To introduce blue wicking shorts for PCSOs, issue combat trousers to PCSOs with the roll out phased in the same way the police officer uniform issue was.
2. to withdraw the NATO Pullover
3. That those representing the Force at a regional level for uniform are clear that the Force's preferred position is for collaboration and that any exception is raised with CCMT.

Action: 1. DIST

Action: 2. DIST

Action: 3. ACC O

**110 – RESOURCING FORMULA - CLOSED under the Freedom of Information Act 2000 – exemption 22 – Information intended for Future publication.**

**111 – LOCAL POLICING MODEL PAPER - CLOSED under the Freedom of Information Act 2000 – exemption 22 – Information intended for Future publication.**

## **112 – CORPORATE FINANCE RESTRUCTURE**

The Director of Resources presented a paper outlining proposals for a new corporate finance service and the centralisation of previously devolved budgets.

The emphasis of the new structure will be to provide full and complete financial support to those managers force wide who are able and authorised to exert

control over activities that drive costs. A dedicated Single Point of Contact (SPOC) will be allocated to LPAs, OCUs and Departments who will be responsible for providing financial support including all relevant financial information in the most appropriate format.

The proposals regarding the new financial service and the centralisation of previously devolved budgets set out in the report were agreed.

It was agreed:

1. To adopt the proposals for the revised Corporate Finance Structure.

**Action: 1. DOR**

### **113 – ZBB – Local Policing - Update**

The DCC updated the meeting on the recent ZBB Panel for Local Policing which has been set a 20% reduction target. The proposals accepted by the panel can to 25% of green and amber savings with the amber savings being taken in year two.

It was agreed:

1. To note the update from the ZBB Panel

**Action: 1. DCC**

### **114 – HUMAN RESOURCES STRATEGY AND DELIVERY PLAN**

The Head of Human Resources presented the HR Strategy and Delivery Plan which are developed alongside the Forces Strategy and Delivery Plan.

It was agreed:

1. To endorse the HR Strategy and Delivery Plan

**Action: 1. DOR**

### **115 – LEARNING & DEVELOPMENT STRATEGY AND DELIVERY PLAN**

The Head of Learning and Development presented the L&D Strategy and Delivery Plan which are developed alongside the Forces Strategy and Delivery Plan.

It was agreed:

1. To endorse the Learning and Development Strategy and Delivery Plan

**Action: 1. DOR**

## 116 – OLYMPICS 2012 ABSTRACTION POLICY

The ACC Operations put forward proposals for the Force Abstraction Policy for 2012. The proposal before the meeting was not to impose a forcewide leave embargo during the period but proposals for identified essential departments were put forward for consideration along with some clear principles to ensure that officers and staff had adequate breaks, there were no extraneous meetings and where possible a reduction during this period.

Concerns were expressed with the proposals for the leave and abstraction matrix where the rates were set for the whole period and it was felt that the idea of setting rates for periods differentially as proposed in the CRED scheme were preferred and the other areas needed to revise their proposals to bring them in to line. It was also recognised that there was a need to have a joint protocol between TVP and Hampshire on the joint operations department.

### It was agreed:

1. To adopt the proposals but further work to be undertaken to revise the leave and abstraction matrix rate periods differentially in a similar way to the CRED proposal.

**Action: 1. ACC O**

## 117 – SINGLE EQUALITIES SCHEME

The Force's Single Equalities Scheme for 2010-13 was presented to the meeting by the ACC LP. The Single Equalities Scheme (SES) had been formally signed off by the Diversity Board on 12 November 2010. The document brings together the force's response to its current obligations in relation to race, gender and disability and introduces an annual cycle of reporting on all equality duties by 31 March each year.

It was highlighted that with effect from April 2011, additional statutory responsibilities would apply to public bodies covering the protected characteristics of age, disability, gender, gender reassignment, pregnancy and maternity, race, religion and belief and sexual orientation. These aspects would be added to the force's SES from that time onwards and the Delivery Plan would be developed to take account of them.

### It was agreed:

- 1 To note the SES for 2010-13,
- 2 To note the forthcoming changes to the equalities legislation which will be incorporated in to the SES from 1 April 2011

- 3 That the CCMT members undertake a review of the Delivery Plan actions for their portfolios, ensure they are relevant and up to date and arrange for updates to be submitted to the Head of the Diversity Unit by 28 February 2011.

**Action: 1. ACC LP**

**118 – PROPERTY ASSET COLLABORATION – UPDATE - CLOSED under the Freedom of Information Act 2000 – exemption 22 – Information intended for Future publication.**