

STRATEGY GROUP

Notes of the Meeting held on 20th January 2010, Silver Suite, Aylesbury Police Station

Present:

Sara Thornton	- Chief Constable
Francis Habgood	- Deputy Chief Constable
Terri Teasdale	- Director of Resources
Steve Rowell	- Assistant Chief Constable, Local Policing
Brian Langston	- Assistant Chief Constable, Operations
Andy Taylor	- A/Assistant Chief Constable, Crime & Criminal Justice
Amanda Cooper	- Director of Information, Science & Technology
Steven Chase	- Head of Human Resources
Liam MacDougall	- Head of CRED
John Liversidge	- Head of Local Policing
Dave Lewis	- BCU Commander, Berks East
Steve Kirk	- A/BCU Commander, Berks West
Paul Tinnion	- BCU Commander, Bucks
Nikki Ross	- A/BCU Commander, Milton Keynes
Brendan O'Dowda	- BCU Commander, Oxon

Specialist Support:

C/Supt Jim Trotman	- Head of Strategic Co-ordination and Planning
Emma Jordan	- A/Senior Executive Assistant

Apologies:

Alan Baldwin	- Head of Crime Support
Roy Probert	- A/Head of Corporate Information

Attendance:**Item 125 -127**

Pete Warner	- Head of Performance
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Item 128 (via video conferencing)

Pam Highton	- Change Programme Manager
Colin Wade	- Project Manager

Item 129

Supt Graham Bell	- Head of HQ Operations
C/Insp Andy Bagnall	- HQ Operations

Item 130(via video conferencing)

David Griffin	- Head of Property Services
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Item 132(via video conferencing)

Paul Sullivan	- Force Security Manager
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Item 134

Val Copping - Head of Quality of Service
(via video conferencing)
C/Insp Hugh Matthews - Quality of Service Project

Item 135

Supt Tony Ismay - Head of Tactical Support

Item 136

C/Supt Dan Hale - Head of ICT

122 – 09/10 ADMINISTRATIVE MATTERS

The minutes of the meeting held on 10th December 2009 were agreed

123 – 09/10 MATTERS ARISING**111 – 09/10 Productivity and Efficiency Plan**

An article has been developed for publication and Police Review has shown an interest. Thames View in February will feature an article on reducing bureaucracy which will include the Jan Berry report, video conferencing and the introduction of Waste Line. Since 4th January there have been 57 submissions to Waste Line. The issue of installing video conferencing within the Community Safety Teams was discussed at the January LPA Commanders meeting and it was agreed that this is a long term project due to the security issues.

112 – 09/10 Financial Update

The issue of recording overtime will now be included in both the Sergeants and Inspectors Resource Management course and there will be an article published on Knowzone and in Thames View.

115 – 09/10 In-Car Mobile Data

Progress is continuing with the pilot, the Head of Roads Policing is to choose 6 cars to be installed with the new ANPR, the procurement of which is in progress. It has been agreed that the pilot will run for 3 months.

118 – 09/10 Recognition and Awards Policy

The amendments have been made to the policy as agreed at the December meeting and will be signed off by the DCC and published. A communication plan is currently being developed.

119 – 09/10 Intelligence Review

C/Insp Olly Wright has spoken to Steve Simms regarding the intelligence checklist and he will have a further meeting with Simon Airie. The new stop check process should be in place in February once Guardian is implemented.

120 – 09/10 ISR Review

Option 4.3.2 will follow after June once DADs has been installed.

121 – 09/10 Strategy for 'Closing the Gap'

The DCC and Director of Resources will be meeting with the Strategic Development Team 5th February to discuss the development of the 4 strands of the strategy. There will be bi-monthly updates to Strategy Group.

124 – 08/09 FINANCIAL POSITION

A financial monitoring report for the force to 20th January 2010 was presented to the meeting. The update was noted.

It was agreed:

1. To note the update

Action: All to note

125 – 09/10 PERFORMANCE UPDATE

The DCC presented a summary of the Force performance April to December 2009.

Increase the number of Special Constables to 400 – ACC Local Policing stated that he felt confident that this target would be achieved.

NI21 – This target will be achieved at year end and TVP are currently third within their Most Similar Family (MSF) group.

Serious Acquisitive Crime – As of today the percentage change is -9.8%, exceeding the target. This equates to 2,700 less victims.

Domestic Abuse Risk Assessments – The 95% target has been achieved and all of the BCUs are now working well in this area achieving 98% on average. This target will be achieved at year end.

Assault Less Serious Injury – This area will be explored at Performance Group tomorrow. It has reduced by 2.6% but there is still a lot more to be done around the back office function.

Serious Sexual Assault/Hate Crime – Four of the five BCUs are now performing well, Bucks still need to make some improvements. The Chief Constable commented that the new A/ACC Crime and Criminal Justice needed to get a full understanding of the issues around these two areas.

Overall Satisfaction – This target will be achieved by year end.

Call Handling – Both of these targets are currently being achieved and will be at year end.

Confiscation Orders – There is a case that will be going back to court in 2 weeks which is we are awarded expected share TVP will exceed the target but if the courts do not award us the money the target will not be achieved.

BME – The percentage for Police Officer recruits has exceeded 10% for the first time and is now 12.1%, this is a great result. Police Staff is currently at 7.6%, while this does not achieve the 10% target it is representative of the population of TVP.

The issue of the increase in historic domestic rape was raised; it is believed that this is due to question 13 of the new DASH process. This may be an

issue worth being investigated by the BCUs for discussion at Performance Group.

It was agreed:

1. To note the report

Action: 1. All to note

126 – 09/10 DRAFT DELIVERY PLAN 2010/11 – CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 - EXEMPTION 22 - INFORMATION INTENDED FOR FUTURE PUBLICATION

127 – 09/10 DRAFT DELIVERY PLAN 2010/11 TARGETS CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 - EXEMPTION 22 - INFORMATION INTENDED FOR FUTURE PUBLICATION

128 – 09/10 VISIBILITY OF CHANGE

The DCC introduced the paper. It highlights the inconsistencies in visibility at practitioner level within the current programme and project framework and provides recommendations. It is important that Chief Officers are aware of the change processes that are in place so that they can ensure that they are sighted on change across the organisation. This is not a massive bureaucracy but a process to ensure that change implemented is consistent with the strategic objectives.

The Change Programme Manager commented that the process enables visibility across the organisation, an understanding of the resources required, and an understanding of the inter-dependencies of projects and seeks to realise the benefits. Colin Wade stated that the proposed process looks to provide a more consistent role for Chief Officers and it does not seek to add bureaucracy or growth posts. There are already resources that could be utilised as there are people within the portfolios already doing these roles and have the necessary knowledge and experience.

The following recommendations were made:

- a) The current Business Support Programme is widened to include change within the areas of Property Services and Transport;
- b) Current Local Policing Programme is widened to include change within the BCUs and LPAs, in particular partnership work and collaboration;
- c) Mechanisms are put in place to provide visibility of change within the ACC (Ops) portfolio. This needs to be a no-cost option.
- d) Change Programme Manager to take responsibility for providing visibility of change within the CC's and DCC's portfolios, and for organisationally cross-cutting change that does not sit under any other business area e.g. Video Conferencing.

NOT PROTECTIVELY MARKED

- e) The job role for these individuals is amended to that of 'Change Delivery Manager', to more accurately reflect the role actually being performed.

The Chief Constable stated that she did not want additional Programme Managers for portfolios/departments that do not currently have them.

With regards to recommendation b) ACC LP commented that Local Policing couldn't include change across individual LPAs and BCUs, this is local change. However if the change affected two or more areas then an overview would be kept on implementation.

The Chief Constable felt that there was additional work to be carried out before any decisions on the recommendations could be made:

- The implications of the Delivery Plan 2010/11 need to be included within the Change Programme
- The specific issues with the Operations and Information, Science & Technology portfolios need to be highlighted;
- Amend recommendation b) in light of ACC LP's comments
- The next paper is to include more details about what is required to take this forward
- The next paper will be submitted to the March Strategy Group.

It was agreed:

1. The implications of the Delivery Plan 2010/11 need to be included within the Change Programme
2. The specific issues with the Operations and Information, Science & Technology portfolios need to be highlighted;
3. Amend recommendation b) in light of ACC LP's comments
4. The next paper is to include more details about what is required to take this forward
5. The next paper will be submitted to the March Strategy Group.

Action: 1-5. DCC [Change Programme Manager]

129 – 08/09 ADAPTING TO PROTEST

ACC Operations introduced the report. HMIC have recently published a report called Adapting to Protest in light of the G20 protests and the death of Ian Tomlinson. The report looks at public order policing and stipulates a set of recommendations which will have implications for Thames Valley Police in the coming months and years ahead. In order to support the compliance process and inform decision making a specific public order action plan has been produced and was presented to the meeting. Thames Valley Police are well placed with regards to public order in light of the many public order operations that have taken place over the years.

The action plan was examined by the meeting:

NOT PROTECTIVELY MARKEDRecommendation 1 – Use of Force – amber – completion date end of March 2010

Actions:

1. Review the position across the force in relation to the provision of officer safety training and the application of force operationally.
2. Review the provision of public order training within the force.
3. Review planned operations that involve / may involve the use or application of force.

Insp Andy Bagnall informed the meeting that there are inconsistencies across the force with Officer Safety Training (OST) it was recommended that OST is brought under one-line management. This suggestion was not agreed.

The meeting was informed that out of this HMIC report forces will be required to provide 4 days OST rather than the 3 TVP currently provide. It was commented that it should be considered for quality rather than just quantity.

Recommendation 2 – Codification – amber – awaiting National Implementation

Actions:

4. Review and implement the national codifications standards (Due Spring 2010).

The meeting was informed that TVP currently perform strongly with regards to protest liaison.

Recommendation 3 – Public Order Capacity – amber – completion date end April 2010

Actions:

5. Review collaborative arrangements within the region in relation to public order related business.
6. Ensure force resilience in relation to nationally accredited public order commanders.
7. Explore how resources can be used more efficiently and effectively through collaborative working arrangements.

Collaborative opportunities are currently being explored with Hampshire. While TVP is no longer an NPIA accredited centre for command training this is due to the fact that they have been unable to timetable a slot to renew the accreditation but are still happy with the training.

Recommendation 4 - Public Order Training – amber - Completed, awaiting national implementation

Action:

8. Review the training provided to TVP officers within the force.
- Good progress is being made with this action. A review of all public order training has been completed. Recent protest management in TVP has implemented the good practice highlighted in the Adapting to Protest report. The Policing Events Course for commanders will start to be delivered in TVP from January 2010. This will mean that all commanders will be provided training in relation to: crowd dynamics; crowd psychology; Adapting to Protest recommendations and how this impacts on police event management.

Recommendation 5 - Public Order Command Training – green – End March 2010

Action:

9. Ensure that TVP commanders receive professional development training that supports their roles and responsibilities and reflect all aspects of Adapting to Protest.

Command training that reflects the ever changing public order world has been delivered for several years. Training for 2010 will reflect all aspects of Adapting to Protest.

Recommendation 6 - Support for the British Policing Model – amber - Awaiting National Implementation

Action:

10. Review when finding published.

The concept of policing through consent in support of community needs is fully embedded throughout command and public order training.

Recommendation 7 - Guidance on Banning Orders – amber - Awaiting National Implementation

Action:

11. Review when finding published.

TVP have obtained guidance from NPIA in relation to lessons learnt from recent right wing protests in Luton.

Recommendation 8 - Guidance on use of police powers to gather personal data of protesters – amber - TVP end May 2010. Awaiting National Implementation

Action:

12. Review the force position in relation to the retention of photographic images prior to Home Office clarification.

Although the Home Office will hopefully provide clarity in relation to this, Gold has already instigated a review of this process in support of AWE Aldermaston event in February 2010.

Recommendation 9 - Monitoring use of stop and search powers – green – End of March 2010

Action:

13. Within command training highlight the important of briefing, human rights and individual responsibilities in relation to stop and search powers.

The key use of stop and search is ensuring staff are adequately briefed. This advice is consistently provided by public order tactical advisors. TVP has had a lot of experience with dealing with protest management and is unlikely though using accredited commanders to fall foul of the mistakes referred to in the report. The Gold Commander will review the use of stop and search after each public order incident.

Recommendation 10 - Clarification of the role of Forward Intelligence Teams – amber – awaiting national implementation

Action:

14. Ensure that command training clarifies the role, responsibilities and implications of deploying and or tasking Forward Intelligence Teams within a public order environment.

HMIC cite the example of misunderstanding over the role of FIT officers. TVP has its own form of FIT officers in Op Rumble who do not comply with the national definition that HMIC itself appears to employ therefore TVP are unlikely to face the criticism the Met and other forces have. Command refresher training (March 2010) will include updates on human rights, adapting to protest and the importance of considering tasking and co-ordinating FIT assets during the pre-planning phase of operations. The role of FIT will be reviewed by ACPO/NPIA.

Recommendation 11 - Accountability of ACPO – amber – awaiting national implementation

Action:

15. Review position following clarification from ACPO.

The existence of Operation Rumble means that TVP has a pool of knowledge regarding protest management, investigation, liaison with relevant partners and FIT officers experienced in deployments. TVP is well placed to interpret and apply the recommendations of adapting to protest, many of them being regarded as business as normal business in the force.

Recommendation 12 - Common Guideline for Police Authorities – amber – awaiting national implementation

Action:

16. Review following recommendations

TVP are encouraging Police Authority involvement as standard practice. There has been a Taser awareness day for PA members and they have been briefed in relation to significant public order operations.

The action plan update was noted and it was agreed that ACC Operations is to look to present this information to the Police Authority but will need to consider which format would be most appropriate e.g. OCU report etc.

The Chief Constable stated that TVP has historically been very good at dealing with public protest but it must be ensured that there is a cultural change across the organisation. Peaceful protest is a lawful right and the majority of people are peaceful and there only a small minority are linked to criminality.

It was agreed that the reporting updates for the action plan will go to the Protective Services group.

It was agreed:

1. To note the update
2. ACC Operations is to look to present this information to the Police Authority but will need to consider which format would be most appropriate e.g. OCU report etc.

3. That the reporting updates for the action plan will go to the Protective Services group.

Action: 1. All to note; 2. ACC O; ACC O [Head of HQ Operations]

**130 – 09/10 RELOCATION OF PUBLIC ORDER TRAINING –
CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 –
EXEMPTION 43 – COMMERCIAL INTERESTS**

**131 – 09/10 HEALTHCARE WITHIN THE CRIMINAL JUSTICE
SYSTEM**

ACC Local Policing presented a briefing report on the proposed changes to the provision of healthcare within the criminal justice system. The partnership work taking place within the force around mental health and safer detention in custody has identified proposed changes within the Department of Health that have significant implications for the future of healthcare provision within the force.

TVP currently has a multi-disciplinary approach to issues of healthcare provision. For example, custody and forensic provision are managed by Criminal Justice, Mental Health and general policing activity fall to Local Policing, and Crime Support look after PVP and sexual assaults. The greatest budgetary implication by far is the current Forensic Practitioner provision for custody related work. The current contracts are due to expire at the end of October 2011 at a cost of £2.129 million per annum.

There are five NHS trusts within Thames Valley Police and we would look for consistency across all of the trusts.

It was agreed that ACC Local Policing would take the lead on the project board and would provide updates to Strategy Group. There is a national and regional lead for this area of work to help avoid 43 different approaches being developed. ACC Local Policing is due to meet with his counterpart in Hampshire to discuss linking this work together as we share the same Strategic Health Authority.

It was commented that this has links to Safer Detention and that it will sit under the project umbrella but it will remain within the portfolio of ACC Crime & Criminal Justice.

The BCU Commanders were advised to speak to their local Primary Care Trust's regarding the upcoming changes so that they are aware of what will be happening.

It was agreed:

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1. ACC Local Policing would take the lead on the project board and would provide updates to Strategy Group
2. Safer Detention and that it will sit under the project umbrella but it will remain within the portfolio of ACC Crime & Criminal Justice.

Action: 1. ACC LP; 2. ACC CCJ [Jason Purnell]

132 – 09/10 PROTECTIVE SECURITY FRAMEWORK & POLICIES

The Director of Information, Science & Technology presented the TVP Protective Security Framework and associated policies to the meeting. It was explained that access to our assets is one of our biggest risks due to the type of information we hold. Paul Sullivan started his role as the Force Security Manager in September 2009.

Paul Sullivan explained that the Protective Security Framework and the three associated policies are replacements for the current policies which are out of date and were last reviewed in 2005. The new framework takes into consideration the national security framework and the relevant ACPO documents.

Key to the delivery of the framework and policies is the good governance and good management with the centre taking this on board strategically with the BCUs/OCUs/Departments implementing the policies. The framework was agreed and the policies will go through the policy consultation process.

There was a discussion regarding the responsibility of the Business Managers with regards to security. It was queried if the Business Manager was the correct role for this and was it part of their current job description? The Force Security Manager informed the meeting that he saw their role more focussed on physical security with limited involvement with information or personnel security but they would be more of a security champion for the BCU, a Single Point of Contact (SPOC). Several options for alternatives were discussed but no conclusion was reached. It was agreed that the most appropriate SPOC for security issues needed to be considered.

Concerns were raised around the similar reporting processes that are now in place such as near misses, health and safety and now security. It was agreed that the Force Security Manager would link in with the Business Continuity Officer and the work that is currently being carried out on reporting processes.

It was agreed:

1. The framework was agreed and the policies will go through the policy consultation process
2. That the most appropriate SPOC for security issues needed to be considered.
3. That the Force Security Manager would link in with the Business Continuity Officer and the work that is currently being carried out on reporting processes.

Action: 1-3. DIST [Force Security Manager]

133 – 09/10 OLYMPIC PLANNING

ACC Operations presented a briefing paper on the current planning process for the Olympics and to seek approval for business case bids against 3 projects. (Intelligence, Planning Team and Forward Control Point).

It was explained that he had previously been thought that because TVP were a host force for an Olympic event we would be immune from providing support but it has transpired that this is not the case and officers may have to be supplied. It is thought that it will take approximately 370 police officers for each day at the events at Dorney Lake.

Having looked at the costings table the Director of Resources queried why Serious Organised Crime and VIP Protection were listed as only opportunity costs as travel and overtime costs need to be factored in.

The DCC stated that the governance arrangements for these bids needs to be looked at. It was agreed that John Turnbull is to meet with the change Programme Manager to ensure that the projects are included within the Change Programme and that the interdependencies have been considered. All of the bids need to go through the New Business Initiative (NBI) process to ensure that while funding may have been agreed that the resources are available.

It was agreed that the relevant people within Human Resources and Finance are aware of these projects and are suitably consulted.

It was agreed:

1. John Turnbull is to meet with the change Programme Manager to ensure that the projects are included within the Change Programme and that the interdependencies have been considered
2. All of the bids need to go through the New Business Initiative (NBI) process to ensure that while funding may have been agreed that the resources are available.
3. That the relevant people within Human Resources and Finance are aware of these projects and are suitably consulted.

Action: 1-3. ACC O [Head of Olympic Planning]

134 – 09/10 VOICEMAIL AND CALL PILOT

ACC Operations introduced a paper which looked at improved voicemail management.

TVP adopted Callpilot as its corporate voicemail management system in 2002 however there is also the option of using Orange voicemail if allocated a mobile phone. Feedback from staff and supervisors (including CLDP 1 & 2

courses) has consistently supported the view that Callpilot is significantly more complicated than use of Orange voicemail, resulting in considerable cultural resistance to Callpilot.

Dissatisfaction with subsequent service comprises 44% of the dissatisfaction contacts received by TVP. A significant proportion of this subsequent service dissatisfaction relates to poor contact with officers. Timely responses to voicemail messages, maintenance of outgoing messages that inform callers when a message will be heard, and providing an alternative number to call if more urgent response is required, are all measures that should substantially reduce this dissatisfaction, present a more professional image and increase confidence in TVP.

Several options were presented to the meeting:

- Should Callpilot be retained as TVP's adopted voicemail system?
Advantages of Callpilot are that it is securely within the TVP ICT infrastructure and can be interrogated for management information. Purchase of 7,300 Callpilot mailbox licenses since 2002 has cost £100,000 (one-off cost). Revenue implications of £6,000 per annum for maintenance. However, to date Callpilot has been laborious for users to access and manage.
- Should Orange voicemail be adopted as the voicemail system?
Experience of users is that Orange voicemail is significantly easier than Callpilot. Costs of accessing Orange voicemail is included within the Orange contract - use of Callpilot would therefore not realise a saving. However, no management information can be accessed from the Orange voicemail system.

There was some discussion as to what the actual issue is with voicemail, how many complaints has the organisation actually received regarding voicemail? There isn't a specific category within the dissatisfaction data for a member of the public not having been called back after leaving a voicemail; they are included within the subsequent service complaints.

The requirement for landlines was discussed, it was queried how much it would cost for everyone to have a mobile phone and the cost to the contract. There are currently 6,500 mobile phones in use across the force.

Introduction of single digit speed dialling to access Callpilot, and to update outgoing messages would render Callpilot as easy to use as Orange voicemail. To do so would require a risk management decision to authorise inclusion of an individual's Callpilot password in the speed dial set-up.

It was agreed that further consideration needed to be given to the following points before a decision could be made:

- Ease of use
- Comparison of costs
- Comparison of security – DIST to investigate

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It was agreed that ACC Operations will remain the sponsor for this area of work. A demonstration needs to be provided to the Chief Constable on the ease of use of Callpilot on an Orange mobile phone.

C/Insp Hugh Matthews is to distribute the Callpilot management information to CCMT members.

It was agreed:

1. That further consideration needed to be given to the following points before a decision could be made:
 - Ease of use
 - Comparison of costs
 - Comparison of security – DIST to investigate
2. ACC Operations will remain the sponsor for this area of work
3. C/Insp Hugh Matthews is to distribute the Callpilot management information to CCMT members.

Action: 1-3. ACC O [Head of Quality of Service]

135 - 09/10 FIREARMS CADRE – CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 – EXEMPTION 31 – LAW ENFORCEMENT

136 - 09/10 ICT COLLABORATION WITH HAMPSHIRE CONSTABULARY – CLOSED UNDER THE FREEDOM OF INFORMATION ACT 2000 – EXEMPTION 22 – INFORMATION INTENDED FOR FUTURE PUBLICATION