

**STRATEGY GROUP**

Notes of the Meeting held on 11<sup>th</sup> March 2010, Conference Hall, HQ

**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, Strategy & Technology
John Liversidge	- Head of Local Policing
Dave Lewis	- BCU Commander, Berks East
Steve Kirk	- A/BCU Commander, Berks West
Paul Tinnion	- BCU Commander, Bucks
Paul Emmings	- Operations, Bucks
Nikki Ross	- A/BCU Commander, Milton Keynes
Brendan O'Dowda	- BCU Commander, Oxon

**Specialist Support:**

Emma Jordan	- A/Senior Executive Assistant
-------------	--------------------------------

**Apologies:**

Steven Chase	- Head of Human Resources
Liam MacDougall	- Head of CRED
Alan Baldwin	- Head of Crime Support
Roy Probert	- A/Head of Corporate Information

## **149 – JOINT CPS/TVP ANNUAL MEETING**

The Chief Constable introduced the day and welcomed everyone.

### **CPS Delivery Plan 2010/11**

The Chief Crown Prosecutor, Baljit Ubey, provided an overview of the objectives of the Crown Prosecution Service for the next year. The CPS have published Core Quality Standards that are similar to the Policing Pledge, part of it looks at how the CPS engages with the police. There are 12 Quality Standards:

- Early Advice to Investigators
- Out of Court Disposals
- Community Engagement
- Timely and Effective Charging Decisions
- Opposing Bail
- Thorough and Prompt Case Preparation
- Presenting Cases Firmly and Fairly
- Assessing the Needs of victims and Witnesses and Keeping them Informed
- Explaining our Decisions to Victims
- Sentencing and POCA
- Exercising our Rights of Appeal
- Dealing with Complaints

There is a planned 9% budget reduction for the CPS in the coming financial year. Several initiatives have been established to bridge the gap in the budget. Current vacancies have not been filled and there has been a review of their core commitments to ensure that they can make the best use of resources that they have and they have been looking at working patterns and mobility. The implementation of Modernising Charging next year will mean a pull back in the use of lawyers. The 2010/11 funding for Anti-Social Behaviour has been agreed and the post is situated within the Thames Valley region.

The CPS will be looking to increase their earnings through High Court Advocacy Earnings (HCAE) to help fill the salary funding gap.

Nationally the CPS are looking to work to lean principles and would look to work with the police on this as they are already using these processes.

### **TVP Delivery Plan 2010/11**

The Chief Constable provided an overview of Thames Valley Police's Delivery Plan 2010/11. This is the final year of a three year strategy.

There are seven objectives within the Delivery Plan with actions set out beneath each:

1. To strengthen neighbourhood policing to respond to local need and increase public confidence.

The key areas for this objective are Anti-Social Behaviour and repeat offences

2. To develop our partnerships to reduce crime and disorder

The key areas for this objective is the investigation of crime, standing still is not an option

3. To improve the service provided to victims, witnesses and the public

4. To protect communities from the threat of terrorism and organised crime

One of the key areas of this objective is Organised Crime Groups (OCGs) that are causing the most harm. The definitions will be changing centrally which removes a lot of the currently identified OCGs from the definition.

5. To use information and intelligence to be more effective

The key challenge for this objective is the implementation of Guardian

6. To develop our people to give the best service

The key areas for this objective will be achieving 12% BME recruitment and reviewing the PDR process.

7. To improve the use of our resources

The 3 year Productivity Plan is about to conclude and a new 3 year Productivity Strategy is about to be implemented. There will continue to be lots of collaboration across the region in particular with Hampshire.

The Police Report Card was published at the weekend. TVP received 3 Fairs for Local Crime & Policing; Protection from Serious Harm and Confidence & Satisfaction. 2 Poor grades were received for solving crime and the satisfaction between white and BME victims, both levels of satisfaction have increased but the white satisfaction has increased more widening the gap. The Value for Money domain was not graded.

### **Thames Valley Police Targets 2010/11**

Various targets have been established for 2010/11 which had been included within the pack that had been circulated.

There will be a focus on assaults, currently running at 20% but look to achieve 35% during the next year which would still only bring TVP to the bottom of the family group if none of the other Force's move.

Serious Sexual Assaults – look to achieve 23% this year.

OCGs – For the coming year will look at the number of OCGs disrupted rather than the amount of money recovered as this will provide a more meaningful target but the cash total will still be kept in view.

The Chief Constable stated that the key issue is getting more people charged. The Chief Crown Prosecutor commented that it would be interesting to see what impact the telephone service for volume crime will have. The Magistrates Courts are struggling at the moment as they don't have enough legal advisors and are having to cancel trials at the last minute at Crown Court. It was commented that the DPP guidance will help the police to increase the level of charging but need to be careful that people are being charged correctly.

### **Modernising Charging**

Part of the process will be that solicitors will no longer be based within police stations. The re-alignment project will be rolled out at the same time.

The new charging process will mean that faxes will not be acceptable; documents should be scanned and e-mailed to the gatekeeper first. There are concerns that the scanners will not be in places in time and where should the data be stored. David Colchester is leading on this project. The meeting was informed that with the Wessex experience 80% of calls were answered within 60 seconds and calls lasted for about an hour. They experienced a reduction in the number of subjects on police bail. It is unclear how this will translate when it gets to court as the pilot only started in November. It was commented that if the calls last for 1 hour this will prove to be very expensive, if TVP and CPS could link up their internal networks it would only be the cost of an internal phone call. It was agreed that DIST and Dave Robinson from the CPS to explore the options for linking networks.

There needs to be the correct level of lawyers as it will not be a straight forward as different processes will be applicable depending on where the case goes. All of the backlogs need to be under control by 19<sup>th</sup> April, C/Insp David Colchester has secured £10,000 from the LCJB to help deal with the backlog.

There was some discussion around the use of video conferencing instead of face to face meetings. The CPS does not currently have such facilities but agreed to look into the possibility of installing them.

Police officers need to be better at recording their rationale behind their charging decisions, specifically with regards to the pilot. The gatekeepers will be key in helping with more difficult decisions. Additional work may also be created for the Custody Sergeants as they will have to review files when Case Directors are not there.

### **Assault Disposals**

10 random cases of ABH with a caution had been examined. There are discrepancies in officers understanding of charging standards for ABH and NCRS.

The perception is if the aggrieved is not willing to go to court officers do not see a reason to proceed and therefore give a caution based on admission however the CPS would like to proceed, it is only the NFAs they don't want to see. It was agreed that this issue needs to be fed into the new Sergeants Domestic Abuse training course. It was also agreed to include how to use the gravity scoring matrix in the Custody Sergeant training.

The police can charge for common assault without contacting the CPS, some of the highlighted cases could have been charged as common assault due to admission. Domestic Abuse cases must be sent to the CPS. There is a need to change the perceptions of the CPS with regards to sending cases to them as they would often lead to charging. It was agreed to set up a workshop with Case Directors, Custody Sergeants and the CPS to help demystify the role of CPS and what they will and won't do.

### **Disclosure**

Historically we have been good at one off training, there needs to be a more consistent approach for CPS and the police. Look to baseline with a joint audit followed by linking into monitoring and core quality standards. By having a disclosure champion as a senior officer would help to raise the profile. An advanced training package for complex cases could be developed. There will be a meeting in April again to begin work in earnest.

### **Rape Audit**

Two audits have been carried out. Both reports identified a number of issues:

- How we deal with early investigation advice
- How we deal with early consultation
- How we deal with early charging

There was a meeting 18<sup>th</sup> March between the CPS and TVP exploring failed cases and learning through open feedback. The main issues seem to be during the early stages. There is an issue around the FMEs; this is a specific agenda item on the SSA Strategy Group now.

### **It was agreed:**

1. DIST and Dave Robinson to discuss the options for improving communication links between TVP and CPS e.g. linking internal telephone networks, video conferencing etc
2. ACC CCJ is to speak to C/Insp Bunt regarding the Sergeants Domestic Abuse training course to ensure that it is clear when the CPS would be willing to proceed with a case based on an admission even if the aggrieved is not willing to go to court.
3. To ensure that the Custody Sergeant training includes guidance on using the Gravity Scoring Matrix

4. To hold a workshop with Case Directors, Custody Sergeants and the CPS to help to de-mystify the role of the CPS.
5. To look at Disclosure at the Performance Group after March
6. To establish a process for the editing of ABEs – should this be CPS or TVP?
7. Joint Performance Group 2011 will be held in April not March
8. To hold a joint CCMT/CPS meeting in March 2011

**Action:** 1. DIST/Dave Robinson (CPS); 2. ACC CCJ; 3. DoR [Head of Learning & Development]; 4. CPS/TVP; 5. DCC [Head of Performance]; 6. TVP; 7. DCC [Head of Performance]; DCC [Executive Assistant]

## **150 - ADMINISTRATIVE MATTERS**

The minutes of the previous meeting held 24<sup>th</sup> February 2010 were agreed.

## **151 - MATTERS ARISING**

The Delivery Plan 2010/11 and associated targets were agreed and signed off by CCMT.

### Violence Against The Person

There was discussion about the requirement to allocate a lead for the plan in line with the DCC. It was agreed that C/Insp Phil Standish would be the lead for this area of work.

### Productivity Plan

There was a discussion around the claims for mileage. Supt Andy Standen has spoken to Corporate Finance about extrapolating data regarding mileage data. It was agreed that the data that would be collated would be related to bands of levels of mileage per rank per person. £450,000 has been taken out of the budget in light of tightening the mileage guidance.

### PDR

The modeling work for the new PDR rating criteria is currently taking place. Alison Sercombe has looked at a sample of 100 PDR's rated as more than Effective, 7% had had to be returned as they didn't comply with the grading criteria. The Director of Resources informed the meeting that she had met with the staff associations and explained the new criteria and a briefing note is being developed to send out to all staff.

### It was agreed:

1. Delivery Plan and associated targets were agreed by CCMT.
2. C/Insp Phil Standish to lead on the Violence Against the Person Action Plan
3. Supt Andy Standen to prepare a report on the levels of mileage per rank per person.

**Action: 1-3. DCC [Head of Change]**

## **152 - IMPROVING INVESTIGATION/DETECTION**

A paper was presented by Supt Richard Humphrey looking at the possible causes for the decline in sanction detections for motor vehicle crime and Serious Acquisitive Crime (SAC) since Autumn 2008.

The paper also addressed the following points raised by the Chief Constable at Performance Group on 25 February:

- Hertfordshire Constabulary lead our MSG family with regard to detecting SAC – how have they achieved this performance?
- What is Hertfordshire Constabulary's approach to obtaining TIC's and their partnership approach to "cleaning the slate"?
- What could we do in the future within Thames Valley to bring about a step change in performance around SAC detections thus ensuring we meet the policing targets for 2010 /11 namely reducing the 09/10 levels of SAC offences by 2% and increasing the SAC detection to 12%

Herts and TVP have similar reductions for SAC but it has been indicated that for the past year Herts has dropped significantly.

It was commented that to make improvements to performance the issue would need to be operationalised. It forms part of the Delivery Plan 2010/11 which will make it a priority across the force and it has been agreed that it will be reported more robustly to Force Crime Meeting from now on.

Having assessed the work in Herts the following options for potential improvement were presented to the meeting:

### Option 1

Take steps to embed the ethical pursuit of detections and TIC's for SAC offences in the daily business of all staff. Consider introducing an ACPO led Gold group structure to develop and drive force and local PIER plans specifically aimed at improving SAC detections. Additionally, this group should pursue:

- Forensic conversation rates
- Crimes series identification and investigation
- Prolific offender management
- Intelligence submissions and analysis
- Prisoner intervention
- ANPR tasking
- Predictive analysis
- Identifying and sharing best practice
- Removal of Parochial approach to investigations

- Reinvigorated drive for TIC's

It was agreed that the DCC will take this forward.

#### Option 2

Subject to the findings of the current NPIA end to end review of forensic processes, develop a performance framework which maximises the collection and conversion process for forensic evidence for SAC offences, including:

- Maximise scene attendance opportunities
- Minimise PEC filtering
- Encourage 'educated' speculative submissions
- Prioritisation of identifications for Prolific offenders
- Distribution of priority indents to skilled staff
- Link forensic with crime series processes
- Develop culture of relentless follow up
- Engage with CPS to develop advice and best practice with regard to movable DNA and multiple partial forensic identifications.
- SIO review of forensic crime series with unknown offenders

It was agreed that ACC CCJ will take this forward.

#### Option 3

Consider preparing CJ partnerships to facilitate a Thames Valley C2 programme commencing around April 2011.

It was agreed that the DCC and ACC CCJ will take this forward.

#### Option 4

Consider the establishment of three small county-based Specialist Investigation Units and a centrally based Force Prolific Offender Unit (FPOT). These teams should focus specifically on detecting SAC offences and developing an academy approach to reinstate investigative skills across the force.

#### Option 5

Consider restructuring existing Force Intelligence and Organised Crime departments in order that there is consistent focus on SAC at a force level. This should develop and deliver:

- Corporate approach across local and force crime series reviews
- Best use of technology in support of proactive and reactive analysis
- Close relationships with Area Intelligence Teams, Priority Crime teams, forensic coordinators
- Service the requirements of FPOT
- Develop expertise in running parallel intelligence and evidence collection
- Develop the use of level 2 tactics against level1 prolific offenders

The Chief Constable highlighted that it was important to use the 74 police officers from the Productivity Plan work to drive the Delivery Plan. The BCU Commanders were asked for their opinion. It was agreed that there needs to be consistency across the BCUs and it would require a whole team effort. BCU Commander (Oxon) highlighted that C2 is similar to TVPs IOM but with the courts on board and the SIUs are similar to PCTs.

Allocation of staff to scenes as soon as possible is key; CRED needs to feed into the BCUs more actively. It will require a whole Force effort to support the BCUs to achieve improved detections. The DCC stated that each BCU needs to establish a Gold group.

ACC CCJ highlighted that it is key to use and value Detective Inspectors; they need to be given the opportunity to take the lead and meet with uniformed officers.

It was agreed that some thought would be required as to what targets would enable progress to be measured with regards to this option.

A list of posts for the re-deployment of the 74 officers will have to be signed off by the DCC and a plan is to be brought back to the next Strategy Group.

It was agreed:

1. Option 1 – DCC lead
2. Option 2 – ACC CCJ lead
3. Option 3 – DCC & ACC CCJ lead
4. Option 4 – BCU Commanders must use the redeployed officers to drive the Delivery Plan
5. Option 5 – ACC CCJ to explore issues further
6. To develop meaningful targets
7. ACC CCJ and DCC to allocate lead
8. All posts for redeployed officers on BCUs to be signed off by DCC
9. Redeployments plans to be submitted to the April Strategy Group

**Action: 1. DCC; 2. ACC CCJ; 3. DCC/ACC CCJ; 4. ACC LP [BCU Commanders]; 5. ACC CCJ; 6. ACC CCJ; 7. DCC/ACC CCJ; 8. DCC; 9. DCC**

## **153 - PERFORMANCE UPDATE**

The DCC presented a summary of the Force performance April 2009 to February 2010. It was highlighted that the current total for the Special Constabulary was 406, 6 more than the target. Assault Less Serious Injury is decreasing which is

good and the probable outcome for Serious Sexual Assault will be 23% which will not achieve the target set but is an improved position from earlier in the year.

The update was noted.

It was agreed:

1. To note the update

**Action: All to note**

## **154 - FINANCIAL POSITION**

A financial monitoring report for the Force as at the end of February 2010 was presented to the meeting by the Director of Resources.

There is an improved position from last months update. There has been a £75,000 reduction in the pension cost. There is still a £1.2m under spend highlighted and £400k in reserve funds that require allocation.

The support staff and overtime under spend are the two big issues for the budget.

It was agreed to note the report.

It was agreed:

1. To note the update.

**Action: All to note**

## **155 - SENIOR LEADERS' FORUM**

The upcoming Senior Leaders' Forum 30<sup>th</sup> April 2010 was discussed. The following topics will be the focus for the day:

- Improvement to the police report card
- Productivity Strategy
- Leadership – link into the Inspector conferences
- Bureaucracy – what gets in the way of delivering a good service

It was agreed:

1. To note the topics

## 156 - PRODUCTIVITY STRATEGY

The Productivity Strategy 2011/14 was presented to the meeting. It will focus on five main areas of activities:

1. A Structural Review of the Force – to consider how we can improve the way we deliver our service to our community
2. Streamlined Process – making us more efficient in how we deliver our service
3. Collaboration – exploring with other forces the opportunities to share costs with them to make savings together.
4. Adopting a Value for Money approach – considering carefully the way in which we spend the money allocated to the force to deliver the service.
5. Continue the Zero-based Budgeting approach to review the way that departments operate and deliver their contributions to the overall service they provide.

It was agreed that an options paper for the structural review would be submitted to the July Strategy Group. The Director of Resources commented that the review of shifts was not included within the principles for this work-stream, it was commented that this would be included as one of the deliverables of the project.

Senior Leaders' Forum will be focused on the Productivity Framework and how to move to where the Force wants to be within the Framework.

It was commented that while Value for Money is the responsibility of the Police Authority this work stream will be updated by the Force.

The Director of Resources commented that she was receiving big win productivity suggestions from the Strategic Resource Management training, it was agreed that these suggestions should be channelled through Wasteline instead.

It was agreed:

1. That an options paper for the Local Policing Model is to be submitted to the July Strategy Group.
2. That one of the SLF themes would be around achieving the aspired scoring on the Productivity Framework
3. Principle for Local Policing Model agreed
4. Strategy agreed as draft lay out

**Action: 1. DCC [C/Supt Paul Tinnion]; 2. DCC; 3. DCC [C/Supt Paul Tinnion]; 4. DCC [Head of Change]**

## **157 - PULSE ACTION PLAN UPDATE**

In March 2009 a force-wide staff survey was completed from which an action plan was developed to build on the results. A six month update was provided to the meeting.

There has been some excellent work to deliver on the actions that came out of the Pulse Survey and this work will continue to be monitored and promoted to the Force in the lead up to the end of twelve months Pulse Plan activity and prior to the next Force survey being carried out. The full updates are available from Strategic Development and will be published on the intranet.

### It was agreed:

1. To note the update

**Action: All to note**

## **158 - VISIBILITY OF CHANGE**

The new format for managing change was agreed. It was agreed that the process will link in with Programme Direction Group and the Delivery Plan quarterly updates.

### It was agreed:

1. The new format was agreed
2. PDG and Delivery Plan updates will be synchronised

**Action: 1-2. DCC [Head of Change]**

## **159 - SCALE OF ISSUE REVIEW**

The results of the uniform Scale Review were presented to the meeting.

The savings highlighted within the paper include the change to uniform. The figures presented were queried by the Director of Resources as £1.1m is spent on uniform per annum with £0.3m spent on body armour.

The meeting was reminded that Police Regulations set out the issue of uniform and it is important that whatever is agreed it must be compliant with the Regulations.

It was agreed that this work would be included within the Value for Money work stream of the Productivity Strategy in order for it to be considered more strategically.

It was agreed:

1. To include this work within the Value for Money strand of the Productivity Strategy
2. All officers to have black gloves, remove tan gloves for Inspector and above
3. Leather goods replacement period extended to 5 years
4. All PPE replacement periods to match manufacturer's shelf life, unless damaged
5. To order skirts from another Force that hold stock
6. Not to change epaulettes
7. To ensure that all of the decisions are compliant with Police Regulations.

**Action: 1. DoR; 2-7. ACC O [Head of Operations]**

**160 - ASSET MANAGEMENT PLAN**

The Asset Management Plan was presented to the meeting. The plan is to be submitted to the Strategic Property Forum 18<sup>th</sup> April 2010 for consideration.

The plan provides an outline of what we are trying to achieve, what it will look like and how we will know when we have achieved it. It provides an understanding of exactly what the position is with regards to the property portfolio. There are currently 260 buildings within the portfolio; this refers to buildings not sites.

There was some discussion regarding the benefit of having a target to work towards, this is being looked at.

The Director of Resources stated that including PFI's increased the expenditure and is looking to have the PFI removed from the expenditure so that more like for like comparisons can be made.

DIST suggested that Force Security should be added to page 19 and the ICT Strategy should be added to the list of strategies on page 22 and referenced within the issues on page 35. ACC LP also highlighted the importance of linking to Adaptive Builds.

BCU Commander (Milton Keynes) expressed concern of the dependence of Milton Keynes on s106 in light of the lack of buy-in from the Council.

It was agreed:

1. To add Force Security to pg.19
2. To add the ICT Strategy to the lists on pg. 22 and 35
3. To include links with Adaptive Builds

**Action: 1.3. DoR [Head of Property Services]**

## 161 - ADAPTIVE BUILDS

A paper providing an update on the Adaptive builds programme in relation to Neighbourhood Policing was presented to the meeting focussing on:

- the current position on projects completed, and proposals awaiting approval or completion
- the current position on capital and revenue costs
- a summary of findings from the evaluation of established builds
- Scoping for future opportunities
- Recommended next steps – for consideration

The DCC commented that the Force needs to be very cautious about taking on any projects with on-going costs, especially vehicles. There needs to be a review as to what extent the mobile police stations are actually being used.

It was queried if there had been an operational review of the value added to delivery from adaptive builds. This is difficult to quantify however the big gain is partnership arrangements; it adds a lot of value. The main issue is the usage of the facilities.

The recommendations were agreed.

It was agreed:

1. The recommendations were agreed

**Action: ACC LP [Head of Local Policing]**

## 162 - EXTERNAL CONFERENCE ATTENDANCE

A paper setting out a process for ensuring the appropriate attendance by members of staff to external conferences was presented to the meeting. At this time, the approach to booking conferences varies across the organisation, with no overall system in place to avoid duplication. The process was agreed for a trial period and will be reviewed thereafter.

The Chief Constable commented that there is a culture of self-tasking to meetings and conferences that needs to be addressed.

The process was agreed for a trial period and will be reviewed thereafter.

It was agreed:

To trial the proposed process

**Action: DCC [Force Planning Co-ordinator]**