

NOT PROTECTIVELY MARKED



MEETING: Strategic Performance Group
DATE: Friday 26th August 2011
TIME: 10:00 - 11:50
VENUE: Media Briefing Centre, Police Headquarters

RECORD OF MINUTES

Meeting No: 08/2011

**MINUTES ARISING FROM THE OPEN SESSION
(SUITABLE FOR EXTERNAL DISCLOSURE)**

Persons Present (Full Name, including Rank, Role & Department)

Sean White	Temporary Deputy Chief Constable – Executive (Chair)
Stewart Swinson	Detective Chief Superintendent – Head of Crime Operations
Michael Hartnack	Chief Superintendent – Head of Operational Performance Team (OPT)
Graeme Slaughter	Police Staff – Head of Corporate Planning & Governance (CP&G)
Glenn Gudgeon	Superintendent – District Commander – Hartlepool District
Chris Sadler	Superintendent – District Commander – Redcar & Cleveland District
Gary Stephenson	Acting Superintendent – Specialist Operations and Communications (SO&C)
Andy Vickers	Acting Chief Inspector – Operations – Middlesbrough District
Rob Donaghy	Detective Chief Inspector – Crime Manager – Stockton District
Steve Kielty	Chief Inspector – Head of Custody/CJU – Community Justice
Louise Drummond	Police Staff – Performance Manager – CP&G
Christopher Baxendale	Police Staff – Performance Officer – CP&G
Keith Storr	Police Staff – NCRS Compliance Officer – CP&G
Denise Curtis-Haigh	Police Staff – Head of Human Resources
Kim Walker	Police Staff – Media Officer – CP&G
Clive Pengilley	Police Operational Services (POS) Manager – Steria
Win Alder	ROTI Typist – Business Support – Steria (Minute Taker)

Para. No.		Action
1	<u>APOLOGIES</u>	
1.1	Apologies for absence were received from the following – Dave Pickard Temporary Deputy Chief Constable – Executive	

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	<p>Adrian Roberts Temporary Assistant Chief Constable – Executive</p> <p>Ann Hall Assistant Chief Officer – Executive</p> <p>Claire Hinnigan Police Staff – Head of Corporate Finance</p> <p>Martin Campbell Superintendent – Head of Professional Standards Department (PSD)</p> <p>Steve Ash Superintendent – OPT</p> <p>Kate Rennie Police Staff – Principal Analyst – Crime Operations</p> <p>Barry Coppinger Cleveland Police Authority</p> <p>Rob Dale Partnership Director – Steria</p> <p>Adam Hart Delivery Manager – Steria</p>	
2.	<u>MINUTES OF OPEN SESSION OF PREVIOUS MEETING</u>	
2.1	The minutes of the open session of the previous meeting held on 29 th July 2011 were accepted as a true and accurate record.	
3.	<u>MATTERS ARISING FROM THE OPEN SESSION OF THE PREVIOUS MEETING</u>	
3.1	<p><u>(Item 3.1) Call Backs – Feedback</u></p> <p>T/DCC White advised that a report has now been submitted to the Executive by Clive Pengilly in relation to changes to the Call Back process. The report was discussed by Chief Officers on 22nd August 2011 and they were happy with the overall direction.</p>	
3.1.1	<p>The main themes of the report are that the Force will be doing fewer daily call backs and the figure will reduce from just over 250 to either 100 or 150 per day. However, the quality of contact will improve as a result of fewer people being called and victims being updated on the progress of their incidents. T/DCC White reported that he now has delegated authority from other Chief officers to progress this matter and he will need to discuss this with Supt Coates, C/Insp Jermy and members of the SPG.</p> <p>Action –T/DCC White to arrange circulation of the Call Back Process report and to meet with Supt Coates, C/Insp Jermy and members of the SPG.</p>	T/DCC White

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3.2	<p><u>(Item 3.3) Call Backs – Managing Expectations</u> T/DCC White referred to the issue raised by Supt Coates in relation to the approximate time of arrival for Zero and 1 priority calls and the possible creation of a similar process for priority 2 calls, which he has discussed with C/Insp Jermy. In the absence of C/Insp Jermy, A/Supt Stephenson gave a brief update advising that C/Insp Jermy and Alice Keith are working to produce a more personalised script to be given out to callers. This needs to be more formalised for consistency. T/DCC White advised that he will explore this more fully through the MPR process. . Item Ongoing</p>	Ongoing
3.3	<p><u>(Item 3.4) Call Backs – Recognition of Poor/Good Performance</u> T/DCC White asked for an update on this item. Supt Hartnack advised that a ‘Message to All’ has been circulated reiterating the guidance originally issued to Supervisors. Also from the 1st August 2011 OPT will be undertaking audit activity in relation to call back performance. A full run of data from the 1st – 31st August 2011 will be available for the September MPRs in respect of the compliance rate for dealing with 1s and 5s.</p>	
3.4	<p><u>(Item 3.10.1) Audit of No Crimes – April & May 2011</u> DCS Swinson advised that he believed this was specifically around the Dedicated Decision Maker (DDM) issue across the Districts in relation to consistency rather than a general update in relation to the activities of the Forum.</p>	
3.4.1	<p>DCS Swinson stated that prior to the HMIC Audit, some issues in relation to the DDM process for the Force had already been identified at the Crime Management & Admin Forum. It had already been decided to scope out and deliver some training but this had been pre-empted by HMIC. As part of their Inspection, they had put forward best practice around the delivery of accredited training for Dedicated Decision Making with a tight qualification period. DCS Swinson had therefore tasked Supt Coates to get back in touch with HMIC to determine whether there is a readily available package that Crime Training will be able to deliver. Graham Slaughter stated he had seen the response from the Home Office to the Force Crime Registrar that there is no central package available. However, it may be possible to get one from another Force.</p>	

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3.4.2	<p>Feedback from the HMIC Data Quality Audit – T/DCC White reported that Supt Stewart Eckford and Supt Alison Lesley from HMIC had been carrying out a data quality audit over the last two weeks looking at various aspects of crime and incident recording. T/DCC White advised that the inspection had gone very well. HMIC have provided positive verbal feedback and Cleveland is expected to be in the top quartile of Forces they have looked at so far. The report for this inspection should be received in about two weeks' time and will be checked for accuracy.</p>	
3.5	<p><u>(Item 4.2.3) Putting People First – Public Confidence</u> At the last meeting DCI Eastwood had been asked to liaise with Louise Drummond on the issue of the Redcar & Cleveland District's public confidence figures and to report back to the next meeting. Outstanding Action – DCI Eastwood to liaise with Louise Drummond.</p>	DCI Eastwood Outstanding
3.6	<p><u>(Item 4.4.5) Victim Satisfaction</u> T/DCC White reported that he was looking at suggested actions he had received which will form part of a discreet Action Plan around improving this specific Performance Indicator.</p>	
3.7	<p><u>(Item 4.5.1) Call Backs – Feedback to Officers</u> Supt Hartnack advised that from the 1st August 2011 there will be a thorough audit process in relation to compliance with Force policy. However, this will only pick up compliance from August onwards and any historical data will be lost by means of data control</p>	
3.8	<p><u>(Item 4.5.2) Call Backs – District Level Data</u> T/DCC White referred to the issue relating to the availability of management information in terms of performance. Clive Pengilley advised that he had managed to find some information which has now been circulated to District Commanders.</p>	
3.8.1	<p>In relation to the historical data, Supt Gudgeon requested that this be broken down at District level for ease of identification. Supt Sadler suggested that this should go through an analytical process to enable it to be made into a useable performance document. T/DCC White stated that this could be incorporated into the overall changes to call backs.</p>	
3.9	<p><u>(Item 4.5.3) Call Backs – Policy Regarding Management of Performance Information</u> See 3.7 above.</p>	

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3.10	<p><u>(Item 5.2) CJD Matters</u> C/Insp Kielty confirmed that proceeds of crime data had been removed from the Gold Book and added to the Strategic Performance Review. Item Discharged</p>	Discharged
3.11	<p><u>(Item 6.2) Incidents Closed in Niche with a CR code and not Crimed</u> T/DCC reiterated that the Auditors had no particular concern over this item. Graeme Slaughter advised that he had had a discussion with C/Insp Kielty in relation to item 6.2.1 which will be picked up under Agenda Item 6.</p>	
3.12	<p>T/DCC White expressed his thanks to Laura Leigh-Lindridge for producing an excellent set of minutes.</p>	
4.	<p><u>PERFORMANCE UPDATE</u></p>	
4.1	<p>Louise Drummond presented this month's Strategic Performance Review.</p>	
4.2	<p><u>Putting People First</u> Call Back Performance Louise Drummond reported that the lowest level Service Aspect had been in relation to the arrival time of Police Officers. In relation to 'Follow up' actions taken, the figure had actually fallen in July to 76.9% despite the fact that it has been increasing over recent months.</p>	
4.2.1	<p>T/DCC White stated that in terms of these two areas, it had already been identified in the minutes that actions are in place in relation to 'Follow ups' and discussions are progressing between Clive Pengilley, Alice Keith and C/Insp Kielty around expectations for arrival times of Officers.</p>	
4.3	<p>Reducing Crime Louise Drummond reported the update for August 2011 as being a projection of an 8.8% increase across the board. This includes increases in all Districts with the exception of Hartlepool and, most noticeably, Middlesbrough who are looking at a 20% increase.</p>	

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4.3.1	T/DCC White advised that T/ACC Roberts will be focusing solely on supporting Districts and undertaking performance scrutiny as well as MPRs. The biggest concern is Middlesbrough as this District carries the largest proportion of crime and a 20% increase here would damage the Force.	
4.3.2	A discussion took place in relation to establishment figures and issues relating to abstractions.	
4.3.3	T/DCC White reported that there are some increases in Priority Crime, ie burglary, robbery and vehicle crime, but they are not dramatic in relation to the raw numbers. Iquanta data would say that there is more criminal damage in Cleveland than in other comparative Forces and this area is a cause for concern. T/DCC White questioned why the Force is slipping backwards on criminal damage.	
4.3.4	DCI Donaghy stated that up until last week Stockton's projections for August showed pressures across all the different crime categories and a huge amount of effort is being made in trying to bring the priority crimes in on target. With pressures this month around the annual leave period, the DSU and NSTs have been working until 3.00/4.00am picking up Stockton's priority crimes and areas of concern. Neighbourhood Teams have taken on the responsibility of picking up the slack in this monthly period.	
4.3.5	Supt Gudgeon reported that one of his biggest worries and concerns at the moment is over valuable metal related crimes and he has identified a correlation between the types of premises that have been attacked and damaged. The other big crime group is the Violence category where there has been a slight increase.	
4.3.6	Supt Sadler stated that 'apprenticeship' crime is starting to rise which will ultimately lead to increases in house burglary.	
4.3.7	T/DCC White noted that the big challenges are at Middlesbrough and Stockton Districts and he will make all assets of the Force available to assist District policing. T/ACC Roberts will have responsibilities only for District Policing and the Forensic Science Service.	

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4.4	<p>Sanction Detections Supt Gudgeon expressed concern about the accuracy of T-PAM over the last 3-4 days as a number of detections and crimes hadn't been recorded, which could affect the crime reduction statistics. Louise Drummond advised that the figures for the previous day are low compared to what the daily average would be, but T-PAM is counting validated crime so if the issues are there around IRIS and validation processes then T-PAM will fall below that.</p>	
4.4.1	DCI Donaghy advised that he had a brief conversation with Alice Keith prior to the meeting and concern had been expressed around an IRIS upgrade which is causing significant problems in the Control Room.	
4.4.2	<p>Clive Pengilley stated that he was aware that some of the systems had been upgraded the previous night which had caused problems on the Call Taking terminals and had impacted massively on Crime Recording. This matter is being addressed and Clive Pengilley will be meeting with Alice Keith later today to ensure the problem is resolved. Action – Clive Pengilley to update T/DCC White.</p>	Clive Pengilley
4.4.3	T/DCC White advised that there is still time to rectify the faults before the 1 st September 2011, therefore avoiding carrying crimes forward into next month. Keith Storr reported that he had checked the figures that morning and Supt Gudgeon's T-PAM figures are correct. There is an excess of 250 tasks waiting on the Crime Bureaus' queue, more than 150 of these tasks are to input crime. T/DCC White asked that Supt Gudgeon review the figures from the last few days in August 2011.	
4.5	<p><u>Reducing Anti Social Behaviour</u> T/DCC White advised that he would be looking at this issue next week as the hard work carried out in the past by the Neighbourhood Team partnership has not always been properly reflected in reduction figures. There have been problems with opening codes, closure codes and apportionment as well as the issue of new high level codes brought in at the beginning of this year. T/DCC White will be working with C/Insp Jermy to seek some assurances, particularly in the call handling and opening/closure codes. He will also be looking at the disparity between the Districts. Action –T/DCC White to meet with C/Insp Jermy next week.</p>	T/DCC White

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4.6	<p><u>Keeping You Safe</u> Domestic Abuse Supt Hartnack advised that the report and action plan around Assault without Injury are with T/DCC Pickard. The Force is looking at running a Pilot in Middlesbrough District, which will have some of the recommendations built into the Report. However, a decision has got to be made in relation to where this Pilot will actually take place and the format. T/DCC White requested that this report be circulated to members of the SPG. There are a number of recommendations that need to be discussed, particularly around the handling of reports of assaults in connection with Domestic Violence incidents and also assaults connected to the night time economy. Action – Supt Hartnack to arrange circulation of the Report on Assault without Injury to members.</p>	Mick Hartnack
4.6.1	<p>Supt Sadler raised the issue of the abstraction rate and the resilience of the South side Vulnerability Unit which has been looking very fragile over the last few weeks, mainly due to the significant abstraction rate. These pressures also affect the central service, not just the Districts. Supt Sadler also pointed out that this seems to be very different from the North side.</p>	
4.6.2	<p>DCS Swinson stated that the issues related to staffing levels, advising that this has now been placed onto the Force Risk Register. T/DCC White stated that this was one of his top issues to deal with. He advised that he has had a discussion this morning about resourcing issues with T/C/Supt Richards and Louise Solomon and he also needs to discuss options with DCS Swinson. Action – T/DCC White to discuss options with DCS Swinson.</p>	T/DCC White
4.6.3	<p>DCI Donaghy raised the question of whether Districts should be implementing anything locally. T/DCC White advised that the report should be read and discussed with Management Teams and District Inspectors. A Forum will then be created to discuss feedback from these discussions.</p>	
4.7	<p>Casualty Reduction T/DCC White raised the fact that there had been 3 child deaths on residential streets in July and August 2011.</p>	

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4.8	<p>Queue and Event Management Concern was raised in relation to recent increases in the outstanding event queue, particularly now that the Public Service Desk no longer exists. T/DCC White said that these issues should be dealt with at a Force level and that provision has been made in the contract for the Force to ask Steria to deal with a certain number of the daily calls as a non-Police attendance resolution.</p>	
4.8.1	<p>Clive Pengilley stated that it had been a Force decision to remove the Public Service Desk and that we are seeking to move to a 'resolved at the first point of contact' model. On average a quarter of all jobs are resolved internally. Demand has increased this year and is, on average, 10% busier than last year. The reasons for this are being looked into.</p>	
4.8.2	<p>Concern was also raised in relation to how jobs are being prioritised, work has been commissioned to review some historical events and ascertain whether these had been prioritised correctly. The findings of this review will be reported back to the SPG.</p>	
4.8.3	<p>T/DCC White emphasised that PSD work must be carried out at the Centre and not on the Districts. He advised that he has asked C/Insp Jermy to work with Alice Keith and Clive Pengilley to look at Performance Indicators across the call handling process. It was part of the agreed Steria solution that whilst the PSD would be disbanded an alternative solution would be introduced for events involving non-Police Officer attendance. T/DCC White will be undertaking the Specialist Ops and Comms MPR next week during which these issues will be discussed further.</p>	
4.9	<p>Organised Crime Groups T/DCC White advised that the Level 2 T&CG will take place later this afternoon. Work is ongoing to look at the way in which Level 4 OCGs task the Districts and can feed or have something presented on them by District assets.</p>	
4.9.1	<p>DCS Swinson advised that there has been now been updated and there are now 28 Tier 4 groups. Districts continue to reassess their OCG mapping data and this figure may go down further to approximately 17.</p>	
4.10	<p>Proceeds of Crime Performance Targets – Louse Drummond reported that the Force is currently failing to meet the set targets in all 3 areas, although only slightly in 2 of them.</p>	

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4.11	<p>Performance Summary Louise Drummond concluded by stating that the Force is currently achieving the required level of performance in all target areas with the exception of antisocial behaviour, where further reductions are required.</p>	
5.	<p><u>CRIMINAL JUSTICE DIRECTORATE MATTERS</u></p>	
5.1	<p>C/Insp Kiely presented this month's Gold Book. See attached for details.</p>	
6.	<p><u>CRIME AND INCIDENT REGISTRAR MATTERS</u></p>	
6.1	<p>Report on NCRS, NSIR and VCoP updates attached.</p>	
6.2	<p>T/DCC White referred to the update he had given under item 3.4.1. T/DCC White then raised the point with Supt Gudgeon that Hartlepool had appeared to be a little out of sync with some of the items in the rest of the reports in terms of no crimes, which seems to have been the case for a few months.</p>	
6.2.1	<p>T/DCC White highlighted the statement in the report that 'VCoP is no longer being driven by the CMU within 'H' District and some Team Supervisors are failing to monitor compliance'. Supt Gudgeon stated that the District is suffering from only having 2 members of staff from an establishment of 5 in CMU. Clive Pengilley said that the centralization of the CMU is a gradual process which will go ahead later in 2011 and 'H' District will be the first to go live. At the moment there is a lack of people in the CMU compared to what it will be once fully staffed.</p>	
6.2.2	<p>C/Insp Donaghy stated that 'S' District have introduced a District policy template in relation to expectations on Supervisors by putting markers on 5 days in advance of their cut off point for VCoP. When the Supervisors log on they then have an immediate reference point from which they can chase up the Officers to ensure VCoP compliance. This management tool has helped 'S' District to improve performance in August 2011.</p>	

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6.2.3	Supt Gudgeon stated 'H' District had carried out it's own audit which had produced a figure of 90%. However, the independent audit carried out by Keith Storr and Insp Bedford had produced a figure of 57.9%. Supt Gudgeon said he felt the independent audit truly reflected 'H' District's position on VCoP.	
6.2.4	Questions were raised in relation to the apparent discrepancy between VCoP figures and Satisfaction rates. Louise Drummond advised that in comparing these 2 figures we should not lose sight of the fact the VCoP Audits are a measure in compliance in relation to Force Policy. However, the Satisfaction Survey is a measure of victim perceptions and will therefore include an element of expectation that will need managing.	
6.2.5	<p>T/DCC White advised that the loss of 2 staff in 'H' District CMU should have been reflected in the way Keith Storr and Insp Bedford had written up their report and there should now be a reduced expectation in relation to what is possible from Hartlepool.</p> <p>Action – Supt Gudgeon to liaise with DCS Swinson and Insp Bedford to agree this for the transitional period until the CMU is either partially or fully operational.</p>	Supt Gudgeon
7.	<u>OTHER THEFT</u>	
7.1	A/Supt Stephenson gave a SO&C update as part of the Targeted Metal Team. By the end of this month there will be 4 Sergeants in place, which mirrors that of Durham RPU. This is being commanded on a regional basis by C/Supt Dave Walford. This Regional Team is not working in isolation but is primarily in place to support the Force. At the moment we have 2 bundles from Stockton and Hartlepool for the pro-active team, Redcar & Cleveland and Middleborough's are still being compiled.	
7.1.1	In relation to the tasking process, DCI Donaghy questioned how this was going to work in terms of resource allocation under the NIM principles. A/Supt Stephenson advised that the Team will provide a shared presence and will try to maximum activity across the Force. He suggested that Supt Best meet with the 4 representatives to see how this will operate.	

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7.1.2	<p>T/DCC White stated that the Metal Theft Team is tasked dynamically on a day to day basis. He will look into this as changes are needed for the current period which will be more focused on particular problems. A/Supt Stephenson to speak to Supt Ash about his concerns in relation to the tasking of the Unit as there are still a number of Level 2 uniformed assets in the Force self tasking each day based upon good intent of what they think the Force needs.</p> <p>Action – T/DCC White to look into the tasking of the Metal Theft Team for the current period.</p> <p>Action – A/Supt Stephenson to speak to Supt Ash about his concerns in relation to tasking of the Unit.</p>	<p>T/DCC White</p> <p>A/Supt Stephenson</p>
7.1.3	<p>T/DCC White questioned whether a there was a Metal Theft Forum in existence. Supt Hartnack clarified that Supt Ash liaises with all the District DCIs in relation to identifying good practice, which he then co-ordinates. The checklist of good practice has now gone out to the Districts. However, Supt Ash's role is not an operational one but that of a monitoring capacity. T/DCC White stated that we need more central direction as well as support in the actions we are taking. The resourcing and allocation of Level 2 uniformed assets needs to be more descriptive and can also be linked into this. T/DCC White suggests that Supt Ash move from the liaising role to the coordinating and directing role of this issue.</p>	
8.	<p><u>FINANCIAL UPDATE</u></p>	
8.1	<p>The Budget Monitoring Report to 30th June 2011 is attached for information.</p>	
8.2	<p>Graeme Slaughter stated that there were a number of roles earmarked for deletion which would free up a number of Police Officers for redeployment in the, perhaps, more critical areas as discussed earlier in the meeting. T/DCC White advised that he could find out to what extent any monies arising from this deletion have been earmarked to go into the savings plan.</p>	

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8.3	T/DCC White referred to the Budget Monitoring Report (Item 8) and stated that the Force is actually predicting a £300K global under spend as at the end of July 2011. At present we are not able to put any more cash behind performance this year as the Force needs to accrue savings for, not only 2011/12 and beyond, but also for the 'rainy day', i.e. having to find £100K a month to fund Operation Sacristy.	
8.4	Supt Gudgeon advised that whilst Hartlepool are currently projecting a significant under spend, plans are in place to spend this money for specific operations in the Autumn. T/DCC advised that the next significant strategic block of money for Cleveland Police will take place in September 2011 when a full report will be submitted to the Police Authority.	
9.	<u>ANY OTHER BUSINESS</u>	
9.1	There were no items raised for discussion.	
10.	<u>TIME AND DATE OF NEXT MEETING</u>	
10.1	The next meeting will be held on Friday 30 th September 2011 at 10.00am in the Media Briefing Centre, Police Headquarters.	

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MINUTES ARISING FROM THE CLOSED SESSION
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Persons Present (Full Name, including Rank, Role & Department)

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