

## NOT PROTECTIVELY MARKED



**MEETING:** Strategic Performance Group  
**DATE:** Friday 30<sup>th</sup> September 2011  
**TIME:** 10:10 - 12:10  
**VENUE:** Media Briefing Centre, Police Headquarters

**RECORD OF MINUTES**

Meeting No: 09/2011

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

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

Sean White	Assistant Chief Constable (ACC) – Executive
Adrian Roberts	Temporary Assistant Chief Constable (T/ACC) – Executive
Ann Hall	Assistant Chief Officer (ACO) – Executive
Stewart Swinson	Detective Chief Superintendent – Head of Crime Operations
Mick Hartnack	Chief Superintendent – Head of Operational Performance Team (OPT)
Denise Curtis-Haigh	Police Staff – Head of Human Resources
Graeme Slaughter	Police Staff – Head of Corporate Planning & Governance (CP&G)
Claire Hinnigan	Police Staff – Head of Corporate Finance
Karen Ravenscroft	Superintendent – District Commander – Middlesbrough District
Glenn Gudgeon	Superintendent – District Commander – Hartlepool District
Chris Sadler	Superintendent – District Commander – Redcar & Cleveland District
Darren Best	Superintendent – District Commander – Stockton District
Martin Campbell	Superintendent – Head of Professional Standards Department (PSD)
Dave Sutherland	Inspector – Staff Officer – Executive
Bev Gill	Inspector – Specialist Ops – Specialist Operations & Communications (SO&C)
Ian Grunwell	Inspector – Drugs Awareness/Firearms Licensing – Community Justice
Ian Bedford	Inspector – Force Crime & Incident Registrar – CP&G
Louise Drummond	Police Staff – Performance Manager – CP&G
Kate Rennie	Police Staff – Principal Analyst – Crime Operations
Miranda Sykes	Police Staff – Media & Marketing Manager – CP&G
Chris Baxendale	Police Staff – Performance Officer – CP&G
Andrew Sharp	Police Staff – Finance Manager – Corporate Finance
Steve Sugden	Service Delivery Manager – Project I
Cllr Barry Coppinger	Cleveland Police Authority
Clive Pengilley	Police Operational Services (POS) Manager – Steria
Laura Lindridge	Support Services Clerk – Business Support – Steria (Minute Taker)

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Para. No.		Action												
1	<b><u>APOLOGIES</u></b>													
1.1	<p>Apologies for absence were received from the following –</p> <table border="0"> <tr> <td data-bbox="357 362 549 400">Dave Pickard</td> <td data-bbox="647 362 1155 434">Temporary Deputy Chief Constable (T/DCC) – Executive</td> </tr> <tr> <td data-bbox="357 439 512 477">Ian Coates</td> <td data-bbox="647 439 1114 477">Superintendent – Head of SO&amp;C</td> </tr> <tr> <td data-bbox="357 481 608 519">Gary Stephenson</td> <td data-bbox="647 481 1182 553">Temporary Superintendent – Head of SO&amp;C</td> </tr> <tr> <td data-bbox="357 557 544 595">Ciaron Irvine</td> <td data-bbox="647 557 1187 629">Superintendent – Head of Community Justice</td> </tr> <tr> <td data-bbox="357 633 496 672">Rob Dale</td> <td data-bbox="647 633 1054 672">Partnership Director – Steria</td> </tr> <tr> <td data-bbox="357 676 512 714">Adam Hart</td> <td data-bbox="647 676 1023 714">Delivery Manager – Steria</td> </tr> </table>	Dave Pickard	Temporary Deputy Chief Constable (T/DCC) – Executive	Ian Coates	Superintendent – Head of SO&C	Gary Stephenson	Temporary Superintendent – Head of SO&C	Ciaron Irvine	Superintendent – Head of Community Justice	Rob Dale	Partnership Director – Steria	Adam Hart	Delivery Manager – Steria	
Dave Pickard	Temporary Deputy Chief Constable (T/DCC) – Executive													
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Gary Stephenson	Temporary Superintendent – Head of SO&C													
Ciaron Irvine	Superintendent – Head of Community Justice													
Rob Dale	Partnership Director – Steria													
Adam Hart	Delivery Manager – Steria													
2	<b><u>MINUTES OF OPEN SESSION OF PREVIOUS MEETING</u></b>													
2.1	Item 4.4.3 Sanction Detections – Should read that a general appeal was made for Hartlepool District to review the last few days in August 2011 in terms of recorded crimes and that this was not a specific action.													
2.2	Item 7.1 Other Theft – should read that a team of <i>1 Sergeant plus 4 PCs</i> will be in place by the end of the month not <i>4 Sergeants</i> and that this is being commanded on a Regional basis by <i>C/Supt Dave Orford</i> not <i>C/Supt Dave Walford</i> .													
2.3	Item 8.3 Financial Update – Should read <i>Operation Sacristy</i> not <i>Operation Sacristine</i> .													
2.4	Pending the above amendments the minutes of the open session of the previous meeting dated 26 <sup>th</sup> August 2011 were accepted as a true and accurate record.													
3	<b><u>MATTERS ARISING FROM THE OPEN SESSION OF THE PREVIOUS MEETING</u></b>													
3.1	<p><u>(Item 3.1.1) Call Backs – Feedback</u>  ACC White advised that a paper was circulated prior to the meeting detailing options around amendments to the call back service. See attached for details.</p>													

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<p>3.1.1</p> <p>3.2</p> <p>3.3</p> <p>3.3.1</p> <p>3.3.2</p> <p>3.3.1</p>	<p>ACC White highlighted that the Executive has reviewed the paper and that their preferred option is option D. He explained that this option would see the number of call backs per day drop to 100 and an improvement in the quality of the call by providing feedback. Clive Pengilley has been tasked with writing up this option in more detail.</p> <p><u>(Item 3.5) Putting People First – Public Confidence</u> Supt Sadler advised that he is aware of the issues around public confidence in Redcar &amp; Cleveland District and assured members that this does form part of the District action plan. He also explained that demand and staffing have been an issue. <b>Item Discharged</b></p> <p><u>(Item 4.4.2) Crime Recording</u> Clive Pengilley reported that the fault with the IRIS upgrade, as reported at the last meeting, was rectified that same day and that this did not have an affect on the end of month crime recording figures.</p> <p><b>Backlog</b> – He also explained that there seems to be a perception that there is a backlog of crimes waiting to be added to the system within the Control Room, this is not correct. There is however a queue of crimes where Officers have attended but not put the incident on the system as a crime. Steve Richards is in direct liaison with Districts around this.</p> <p><b>Closure Queue</b> – DCS Swinson noted that this issue was recently discussed at the Crime Strategy Forum, where it was highlighted that there are up to 1000 jobs waiting on queues in the Control Room and asked for clarity around these. Clive Pengilley explained that this is known as the closure queue and that events on this queue have already been dealt with in terms of crime recording, events are then closed by a small team of individuals within the Control Room in slow time.</p> <p>ACC White noted that the closure of event populates the Forces intelligence systems, which are then used by analysts to inform tasking and coordination processes, which in turn drives activity. He noted that a longer term plan is needed in relation to keeping this queue down.</p>	<p><b>Discharged</b></p>
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3.3.2	<p>Clive Pengilley noted that further work would be needed to establish whether this would have an effect in terms of the data gap to the analysts. He also explained that August has seen a particularly high number of staffing abstractions due to annual leave and Storm training, which will be resolved by next month. There has also been approval granted for an additional 8 permanent members of the staff in the Control Room, over and above the current operating model.</p>	
3.3.3	<p>Insp Bedford raised concerns around events being closed in slow time. This would cause problems if jobs need to be re-opened as it would be too late to carry out remedial work.</p>	
3.3.4	<p>Kate Rennie also highlighted that late closure of events will have a big impact in terms of anti social behaviour, as the categorisation of ASB is very much a part of tactical tasking.</p>	
3.3.5	<p>Louise Drummond also stressed that any events which do not have a closure code will not be included in the performance data.</p>	
3.3.6	<p>T/ACC Roberts stated that the late closure of incidents has the potential to affect 3 different areas</p> <ol style="list-style-type: none"> <li>1. Impact on analytical function</li> <li>2. Possibility of undetected crimes (however it is recognised that this is a minority issue)</li> <li>3. Crime performance statistics, which feed into Solar.</li> </ol>	
3.3.7	<p>In addition to this Insp Bedford advised that at the Crime Management &amp; Admin Forum one of the CMU Supervisors highlighted that a number of crimes had been lost from the system due to staff in the Control Room or CMU pressing a reject button. These incidents can then only be retrieved by using the specific crime number. Further work around this identified a total of approximately 1040 live occurrences on the system, with no tasking, since 2003. Of these, 873 were recorded as crimes at some point and had appeared on Solar. A dip sample has been carried out and some housekeeping errors have been acknowledged.</p> <p><b>10:32 – Supt Best entered the meeting</b></p>	

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3.3.8	T/ACC Roberts noted that some work is needed around the composition of the 1040 incidents in terms of those which are correctly detected but need some housekeeping and those which may be undetected crimes. A policy decision will then be needed around whether these corrections should be made and any resource implications this would entail.	
3.3.9	ACC White gave an overview advising that the above issues will be progressed through a number of forums including the SO&C MPR.	
3.4	<p><u>(Item 4.5) Reducing Anti Social Behaviour</u> ACC White highlighted that work continues in terms of ASB to ensure that problems with opening codes, closure codes and categorisation do not affect the Force's performance.</p> <p><b>Item Ongoing</b></p>	<b>Ongoing</b>
3.5	<p><u>(Item 4.6) Keeping You Safe – Assault Without Injury (AWOI)</u> C/Supt Hartnack advised that the OPT report on AWOI has been circulated, feedback around which has been extremely positive. He explained that Cleveland continue to be the worst performing Force in the country in terms of recorded levels of AWOI and also have a low detection rate. There are plans to conduct pilots in Middlesbrough and Hartlepool Districts focused on early collection of evidence in domestic violence AWOI cases. T/ACC Roberts advised that he will review the report within the next 48 hours and, if no concerns are identified, the pilots can be commenced. This was agreed.</p> <p><b>Action</b> – T/ACC Roberts to review the report and feedback to C/Supt Hartnack.</p>	<b>T/ACC Roberts</b>
3.6	<p><u>(Item 4.6.2) Keeping You Safe – Vulnerability Units</u> ACC White noted two posts have been identified, from the wider Crime Ops establishment, to plug the gaps within the Vulnerability Unit (one in Vulnerability North and one in Vulnerability South).</p>	
3.6.1	Supt Sadler noted that Redcar & Cleveland District continue to experience problems regarding the quality of service received from the Vulnerability South Unit advising that CID Officers often have to pick up cases that the Vulnerability Unit do not have the capacity to investigate. There was lengthy discussion around this and ACC White asked for views from the other Districts.	

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3.6.2	Supt Ravenscroft noted that Middlesbrough District have experienced similar problems to Redcar & Cleveland in that CID Officers have had to pick up cases which would usually have been dealt with by the Vulnerability Unit, however she noted that this seems to be due to a lack of ability to cope with the workload rather than availability.	
3.6.3	Supt Best reported that the service Stockton District receives from the Vulnerability Unit North is good in general. He did however highlight that in 2010/11 there were 3 domestic violence cases which were unsuccessful at Court. This figure has increased to 9 so far in 2011/12. Which may indicate an issue with support services for DV.	
3.6.4	Supt Gudgeon noted that the staff within the Vulnerability Unit North are well informed and in general a good service is provided.	
3.6.5	DCS Swinson noted that there have been staff shortages on the Vulnerability South Team, which were recognised within the OPT review. He also explained that the South Team have recently picked up a baby homicide case from Stockton District, which has required significant staffing.	
3.6.6	DCS Swinson reported that the staff now work weekends and backshifts, to provide a more thorough service, however this has had some impact on availability on a morning. He explained that he will discuss the concerns with DCI McPhillips and any potential ways to increase productivity. <b>Action</b> – DCS Swinson to liaise with DCI McPhillips regarding the concerns raised in relation to the Vulnerability South Unit.	DSC Swinson
3.6.7	T/ACC Roberts questioned whether there is any flexibility across the North and South Teams in terms of plugging gaps in the short term. DCS Swinson noted that this is not something which is being done at the present time but could be considered.	
3.6.8	Barry Coppinger noted that at the Operational Policing Panel yesterday (29 <sup>th</sup> September 2011) there was discussion around a number of outstanding recommendations, one of which related to the availability and quality of information on vulnerability issues. Barry asked whether this could be considered as part of the above process. <b>Action</b> – DCS Swinson to look into.	DCS Swinson

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3.7	<p><u>(Item 6.2.5) VCoP – Hartlepool District</u> Supt Gudgeon noted that there has been a 20% improvement in Hartlepool's VCoP figures from July to August 2011 and that the figures currently sit at 97%. <b>Item Discharged</b></p>	<b>Discharged</b>
3.8	<p><u>(Item 7.1.2) Other Theft</u> ACC White reported that the Metal Theft Team, which comprises of a Sergeant plus 4 PCs from the Roads Policing Unit, is now up and running. T/ACC Roberts has agreed some further work with DSC Swinson and Supt Ash on the tasking of the metal theft project, which is to be discussed further under agenda item 7. <b>Item Discharged</b></p>	<b>Discharged</b>
4	<b><u>PERFORMANCE UPDATE</u></b>	
4.1	Louise Drummond presented this month's Strategic Performance Review.	
4.2	<p><u>Putting People First</u> <b>Call Backs</b> – ACC White noted that work is ongoing outside of the meeting in terms of improving 'follow up action taken', which continues to be the lowest performing aspect of the call back service. He explained that changes to the call back service and action plans are some of the tactics being employed.</p>	
4.3	<p><u>Reducing Crime</u> <b>Recovery Target</b> – Louise Drummond explained that the projected overall crime figure for September 2011 is 3676. This is 263 crimes above the recovery target, however does represent a slight reduction on last year. Louise went on to advise that the crime threshold for October 2011 has now been reduced to 3413.</p>	
4.4	<p><b>Volume Crime</b> – T/ACC Roberts advised that the Force is moving to a forward looking position in terms of volume crime reduction. He highlighted that Redcar &amp; Cleveland and Middlesbrough have shown significant reductions month on month with Stockton also contributing to this. Hartlepool has been struggling with crime increases however there are issues in terms of the baseline in that Hartlepool previously performed very well</p>	

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4.4.1	It was stressed that had it not been for Hartlepool performance the Force overall would have been much closer to meeting the recovery target highlighting that it is within grasp.	
4.4.2	T/ACC Roberts noted that the Volume Crime Action Plan was shared with the District Commanders last week, feedback has been received regarding this and the OPT are in the process of pulling together a final version. Action owners are to be assigned over the next week. He explained that the Executive are in agreement that volume crime is a Force priority and will be included in the Control Strategy and the Strategic Risk Register.	
4.4.3	T/ACC Roberts also explained that a number of barriers and impediments have been identified such as the capacity of front line staff and those in crime management functions. This is largely due to organisational change and the newly introduced IT systems. This will be discussed in detail at the revitalised Project I Programme Board.	
4.4.4	T/ACC Roberts added that he would like to see this meeting used to discuss and agree priorities at any one time, which can then be progressed on a strategic level.	
4.5	<p><u>Reducing Anti Social Behaviour (ASB)</u>  <b>Middlesbrough District</b> – ACC White asked whether there is any explanation for the increases seen in Middlesbrough District when the other 3 Districts are experiencing reductions. Supt Ravenscroft explained that C/Insp Lamplough is working with partners to establish whether this is a genuine increase or whether the recording practises are responsible. There is also a restricted duties Officer carrying out some work prior to the appointment of a POP Coordinator. This has been raised at the Exec MPR to see if there is any work which could be carried out by the OPT to assist Middlesbrough in identifying what their ASB looks like.</p>	
4.5.1	T/ACC Roberts noted that a piece of work has been commissioned in terms of understanding the impact of NSIR changes and whether this is reflected across the Force.	
4.5.2	Supt Ravenscroft noted that Middlesbrough as a whole has been hugely affected by government cuts noting that many services linked to ASB, such as youth diversion activities, have been greatly affected. Supt Sadler supported this position.	

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4.5.3	<p>Supt Ravenscroft also noted that there has been a variation in performance across the Neighbourhood Policing Teams. In an attempt to combat this additional performance framework has been introduced and some movement of supervisors across teams has taken place. ACC White asked that an action plan be formulated around this work and taken to the Exec MPR.</p> <p><b>Action</b> – Supt Ravenscroft to formulate an action plan to be taken to Exec MPR.</p>	<b>Supt Ravenscroft</b>
4.5.4	<p>Supt Best noted that ASB data is now unreliable and not as useful as it previously was, which has been identified as a National issue. He explained that the old system allowed for targeted work to be carried out, however the new categories are much broader therefore this is no longer possible.</p>	
4.5.5	<p>Insp Bedford noted that an audit of ASB took place in May 2011, the results of which were 'poor'. Another audit is due to be completed in the near future and it is clear that no improvement has been seen. There is still confusion around the 3 categories and evidence of duplication has been found i.e. 2 or 3 events being shut down as ASB for the same incident. There is also evidence of a small percentage of crime and crime related incidents being coded as ASB. It was noted that the majority of the issues lie within Control Room, however this has been compounded by the fact that staff have not received any training.</p>	
4.5.6	<p>There was lengthy discussion around government cuts and how Local Authorities will be affected in terms of street wardens, youth diversionary schemes, CPOs etc. ACO Hall suggested that the District Commanders do some work around this to identify what services will be lost and the likely impact on the Force so that plans can be made going forward.</p> <p><b>Action</b> – District Commanders to progress.</p>	<b>District Commanders</b>
4.5.7	<p>ACC White advised that work is needed around the middle and back end processes relating to ASB and suggested that a meeting is held to discuss this further.</p> <p><b>Action</b> – ACC White to meet with Clive Pengilley, C/Insp Jermy and Insp Bedford to discuss middle and back end ASB processes.</p>	<b>ACC White</b>

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4.6	<p><u>Queue &amp; Event Management</u>  <b>Middlesbrough District</b> – ACC White noted the high percentage of time Middlesbrough District spend in amber and asked whether this is becoming ‘business as usual’ for the District. Supt Ravenscroft noted that the trigger plan for Middlesbrough has recently been changed so that work is triggered as soon as the queue goes into amber (70 outstanding). There are also a number of other factors which affect the queue such as high demand, serious crimes, arrests and grading of incidents. Supt Ravenscroft noted that there is a public service desk ‘set up’ in place to try and tackle this.</p>	
4.6.1	<p>ACC White noted that routine pro-active management of the job queue by Sergeants is not necessarily a public service desk set up, however if Districts are having to put secondary arrangements in place over and above this then it should be raised with the Executive as the Force are now paying Steria to provide this service.</p>	
4.6.2	<p>Clive Pengilley gave an overview of the grading of incidents advising that there has been a shift from priority 3’s to priority 2’s, however this change occurred in March/April 2010 and has nothing to do with outsourcing or the disbandment of Public Service Desk but is linked to a national directive that ASB should be priority 2. Clive explained that it is not the priority of the calls that is important but the amount of calls which are dealt with at first point of contact. Since October 2010 there has been no change in the numbers of 2’s or 3’s. Di Watt, Quality Team, is currently reviewing 30,000 jobs, in terms of grading and those which were dealt with on first contact, and initial findings indicate that there has not been an increase in jobs being dealt with externally.</p>	
4.6.3	<p>ACC White noted that there will also be an agreement within the contract that the Control Room will resolve a certain amount of incidents without Officer attendance. Clive explained that this currently sits at 27%.</p>	
4.6.4	<p>Supt Ravenscroft advised that C/Insp Kielty has tasked the Inspectors with recording a list of reference numbers of incidents which they feel should have been dealt with in the Control Room rather than come through to the District’s job queue. This will provide evidence rather than an anecdotal view. She also explained that Officers have now been assigned wholly to the 3 core duties of CID, NPT and response.</p>	

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4.6.5	T/ACC Roberts advised that the issue of grading of incidents has been recognised and picked up via the Project I Programme Board and that a target date for the work being carried out by Di Watt has been set for mid October 2011. A qualitative assessment is also taking place as part of this work.	
4.6.6	T/ACC Roberts also highlighted that the Force are actively considering a performance indicator regime with Steria and whether there may be scope to move priority away from hard quantitative measures towards increased delivery around some qualitative matters.	
4.6.7	<p>Supt Sadler noted that he has restricted duties Officers dealing with the job queue by resolving incidents over the phone, however in some cases this is sent back to the Control Room where it is advised that an Officer needs to attend. ACC White asked that Districts begin to collate evidence around this.</p> <p><b>Action</b> – Districts to collate evidence in relation to jobs which could be dealt with at first point of contact being added to the job queue.</p>	<b>District Commanders</b>
5	<b><u>CRIMINAL JUSTICE DIRECTORATE MATTERS</u></b>	
5.1	There was discussion around this month's Gold Book.	
5.2	<b>Arrest Figures</b> – ACC White noted the drop in arrest figures for August 2011. It was recognised that this was owing to a lack of resources due to annual leave and supporting the relief effort for the London riots and that the numbers have since picked back up.	
5.2.1	Supt Best noted that the document does not give details around the number of voluntary attenders and it may be that the drop in arrests is linked to an increase in voluntary attenders.	
5.2.2	Supt Ravenscroft noted that the recent 'message to all' around the necessity test may also have had an impact on arrest figures.	

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5.2.3	Supt Sadler raised concerns regarding the voluntary attenders process advising that he feels the necessity to arrest is there in most cases. There was discussion around this.	
5.2.4	T/ACC Roberts advised that the arrest rates are discussed on a weekly basis with OPT, Crime Ops and Community Justice and although there were particular circumstances which affected the August figures this is a longer term issue and is being picked up through the MPR process. He explained that some research is to be commissioned for CP&G in terms of this.	
6	<b><u>CRIME AND INCIDENT REGISTRAR MATTERS</u></b>	
6.1	Insp Bedford gave an overview of this month's NCRS, NSIR and VCoP performance. See attached for details.	
7	<b><u>OTHER THEFT</u></b>	
7.1	T/ACC Roberts reported that a Force checklist is in place in relation to best practise around metal theft, this is reflected in both the MPR process and District Action Plans. Alongside this a National Action Day has been arranged for 28 <sup>th</sup> October 2011. DCS Swinson has been appointed as the Force lead for the management of metal theft and various bronzes will be appointed to assist with this.	
8	<b><u>FINANCIAL UPDATE</u></b>	
8.1	ACO Hall delivered a presentation in terms of the Long Term Financial Plan. See attached for details.	
8.2	<p>Claire Hinnigan advised that due to time constraints she will circulate a written update following the meeting in terms of general finance matters.</p> <p><b>Action</b> – Claire Hinnigan to circulate a written update.</p> <p><b>Action Completed 03.10.11</b></p>	<p style="text-align: center;"><b>Claire Hinnigan Complete</b></p>

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9	<b><u>ANY OTHER BUSINESS</u></b>	
9.1	<u>Message from the Executive Team</u> ACC White thanked members on behalf of the Executive for their hard work and commitment noting that there have been reductions in crime, although some further work is needed to reach targets. He also highlighted excellent work in areas which are not mentioned in this arena such as serious crime, homicide investigations etc.	
9.2	<u>Temporary Chief Constable</u> ACC White noted that an announcement is expected from the Police Authority within the next week or so regarding the appointment of a locum Chief Constable.	
9.3	<u>Appreciation</u> ACC White wished Louise Drummond well on her imminent maternity leave and thanked her for her contributions to the group.	
9.4	<u>Charity Event</u> ACC White noted that the Police Authority are holding a coffee morning today to raise funds for the Macmillan Cancer charity and urged members to pop along to support the charity.	
10	<b><u>ANY OTHER BUSINESS</u></b>	
10.1	The next meeting will be held on Friday 28 <sup>th</sup> October 2011 at 10am in the Media Briefing Centre, Police Headquarters.	

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

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