

NOT PROTECTIVELY MARKED



MEETING: Strategic Performance Group
DATE: Friday 24th June 2011
TIME: 10:05 - 11:55
VENUE: Media Briefing Centre, Police Headquarters

RECORD OF MINUTES

Meeting No: 06/2011

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

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

Dave Pickard	Assistant Chief Constable – Executive (Chair)
Sean White	Assistant Chief Constable – Executive
Stewart Swinson	Detective Chief Superintendent – Head of Crime Operations
Mick Hartnack	Chief Superintendent – Head of Operational Performance Team (OPT)
Claire Hinnigan	Police Staff – Head of Corporate Finance
Ciaron Irvine	Superintendent – Head of Community Justice
Steve Ash	Superintendent – OPT
Martin Campbell	Superintendent – Head of Professional Standards Department (PSD)
Ian Coates	Superintendent – Head of Specialist Operations & Communications (SO&C)
Glenn Gudgeon	Superintendent – District Commander – Hartlepool District
Chris Sadler	Superintendent – District Commander – Redcar & Cleveland District
Mick Williams	Chief Inspector – Neighbourhoods – Stockton District
Tina Robson	Acting Chief Inspector – Operations – Middlesbrough District
Louise Drummond	Police Staff – Performance Manager – Corporate Planning & Governance (CP&G)
Kate Rennie	Police Staff – Principal Analyst – Crime Operations
Keith Storr	Police Staff – NCRS Compliance Officer – CP&G
Dave Smith	Head of Information Communication Technology (ICT) – Steria
Barry Coppinger	Cleveland Police Authority
Laura Lindridge	Support Services Clerk – Business Support – Steria (Minute Taker)
Win Alder	ROTI Typist – Business Support – Steria (Observer)

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Para. No.		Action																				
1	<u>APOLOGIES</u>																					
1.1	<p>Apologies for absence were received from the following –</p> <table border="0"> <tr> <td>Derek Bonnard</td> <td>Deputy Chief Constable – Executive</td> </tr> <tr> <td>Ann Hall</td> <td>Assistant Chief Officer – Executive</td> </tr> <tr> <td>Graeme Slaughter</td> <td>Police Staff – Head of CP&G</td> </tr> <tr> <td>Karen Ravenscroft</td> <td>Superintendent – District Commander – Middlesbrough District</td> </tr> <tr> <td>Darren Best</td> <td>Superintendent – District Commander – Stockton District</td> </tr> <tr> <td>Ian Bedford</td> <td>Inspector – Force Crime & Incident Registrar – CP&G</td> </tr> <tr> <td>Miranda Sykes</td> <td>Police Staff – Media & Marketing Manager – CP&G</td> </tr> <tr> <td>Denise Curtis-Haigh</td> <td>Police Staff – Head of Human Resources</td> </tr> <tr> <td>Neville Cameron</td> <td>Cleveland Police Authority</td> </tr> <tr> <td>Clive Pengilley</td> <td>Delivery Director – Police Operational Services (POS) – Steria</td> </tr> </table>	Derek Bonnard	Deputy Chief Constable – Executive	Ann Hall	Assistant Chief Officer – Executive	Graeme Slaughter	Police Staff – Head of CP&G	Karen Ravenscroft	Superintendent – District Commander – Middlesbrough District	Darren Best	Superintendent – District Commander – Stockton District	Ian Bedford	Inspector – Force Crime & Incident Registrar – CP&G	Miranda Sykes	Police Staff – Media & Marketing Manager – CP&G	Denise Curtis-Haigh	Police Staff – Head of Human Resources	Neville Cameron	Cleveland Police Authority	Clive Pengilley	Delivery Director – Police Operational Services (POS) – Steria	
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2	<u>MINUTES OF OPEN SESSION OF PREVIOUS MEETING</u>																					
2.1	<p>The minutes of the open session of the previous meeting dated 27th May 2011 were accepted as a true and accurate record.</p>																					
3	<u>MATTERS ARISING FROM THE OPEN SESSION OF THE PREVIOUS MEETING</u>																					
3.1	<p><u>(Item 3.1) Crimes Failing the 72 Hour Rule</u> To be discussed under the main agenda. Item Discharged</p>	Discharged																				
3.2	<p><u>(Item 4.3.2) Call Backs – Feedback</u> ACC Pickard noted that the Call Back process will be discussed at an Executive Away Day week commencing 27th June 2011. It is proposed that the volume of calls be reduced but that a feedback element is introduced. Action – ACC Pickard to update on progress at the next meeting.</p>	ACC Pickard																				
3.2.1	<p>ACC White advised that he has been in discussion with Clive Pengilley over what the volume of calls should be per day. Steria have suggested 150, ACC White believes 100 would be more suitable. This would enable the appropriate level of feedback to be given to victims.</p>																					

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3.3	<p><u>(Item 4.3.5) Call Backs – Action Plan</u> Discussed under item 3.2.1.</p>	
3.4	<p><u>(Item 4.4.3) Recording Crime – Acquisitive Crime</u> Louise Drummond advised that she has spoken to neighbouring Forces to ascertain whether anyone else experienced an increase in acquisitive crime in May 2011. She advised that whilst Forces did not record a specific increase in the month of May 2011, all Forces have observed longer term increases, particularly in relation to 'other theft'.</p>	
3.5	<p><u>(Item 4.5.1) Reducing Anti Social Behaviour – ASB Audit</u> ACC White advised that he has spoken to Insp Bedford regarding ASB codes and it has been agreed that an action plan is required in terms of this. ACC White has since met with Clive Pengilley and some actions have been agreed. Action – ACC White to update at the next meeting.</p>	ACC White
3.6	<p><u>(Item 4.8) Organised Crime Groups</u> It was confirmed that the OCGs are now shown by Districts within the Performance document. Item Discharged</p>	Discharged
3.7	<p><u>(Item 6.2) Attrition Rates</u> ACC White advised that this issue has been progressed outside of the meeting. Gerry Wareham has commissioned a sub group of the Local Criminal Justice Board (LCJB) to look into attrition rates. The principal issue around cases failing at Court is around witness attendance, this affects domestic violence cases in particular.</p>	
3.8	<p><u>(Item 6.4) Cat A Warrants</u> Supt Irvine confirmed that the issue around accuracy of the warrant data within the Gold Book has now been resolved. Item Discharged</p>	Discharged
3.9	<p><u>(Item 7.2) Voided Crime</u> At the last meeting Districts were asked to ensure they are complying with the recommendations around voided crime. Item Discharged</p>	Discharged
3.10	<p><u>(Item 7.4) Redcar & Cleveland VCoP Figures</u> Supt Sadler noted that there has been a slight increase in performance around VCoP figures. It was noted that this will be addressed via the District MPR. Item Discharged</p>	Discharged

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3.11	<p><u>(Item 8.7) Other Theft</u> It was confirmed that Supt Ash circulated the checklist for 'other theft' to the Districts. Compliance against the checklist will be monitored by ACC Pickard through the District MPRs. Item Discharged</p>	Discharged
4	<u>PERFORMANCE UPDATE</u>	
4.1	Louise Drummond presented this month's performance data.	
4.2	<p><u>Putting People First</u> Call Backs – Louise Drummond noted that the aspect of the call back service which received the lowest score this month was 'time taken to arrive' at 78.3%. ACC Pickard highlighted that the satisfaction around 'follow up action taken' has increased dramatically from last month to 81.7%.</p>	
4.2.1	<p>Supt Sadler stated that the Force has experienced a period of high demand, which may account for the drop in satisfaction around 'time taken to arrive'. Supt Coates agreed to liaise with Clive Pengilley around managing expectations. Action – Supt Coates to liaise with Clive Pengilley.</p>	Supt Coates
4.2.2	ACC White asked the Districts whether feedback is given to an Officer when they score 1 on a question, which is the lowest rating. Supt Sadler noted that these come to the District as a complaint against Police and have to be dealt with by an Inspector, it was noted that this is not an ideal process. There was discussion around this.	
4.2.3	Supt Campbell noted that under the Policing & Social Responsibility Bill, as of May 2012, expressions of dissatisfaction will be recorded as complaints against Police, and should be managed as such. Further information is expected from the Home Office in terms of this.	

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4.2.4	<p>ACC Pickard advised that he understood that an email would be sent automatically, from Steria, to the line management of all Officers who scored either a 1 or a 5 as a result of a call back. This was then to be picked up through the Officer's MPR/PDR. C/Supt Hartnack was asked to look into this as soon as possible to clarify whether this process is being followed.</p> <p>Action – C/Supt Hartnack to look into and report back to ACC Pickard.</p>	C/Supt Hartnack
4.3	<p><u>Reducing Crime</u></p> <p>Performance – ACC Pickard highlighted the achievements in terms of improved performance figures for June 2011. Acquisitive crime is a major pressure for the Force. This will be picked up via the District MPRs.</p>	
4.3.1	<p>Acquisitive Crime – Supt Gudgeon noted that many of the acquisitive crime categories are affected by metal theft. This issue needs to be addressed as a matter of urgency with the scrap metal dealers but also with third party handlers.</p>	
4.3.2	<p>There is also an issue in that scrap dealers within Cleveland are paying the highest prices for metal at the present time, therefore criminals are travelling into the area. ACC Pickard agreed with this and advised that the issue regarding scrap dealers will be dealt with via the Other Theft Working Group. ACC Pickard also advised that he would look towards a multi agency approach.</p>	
4.3.3	<p>Supt Sadler noted that whilst each District can deploy local tactics in terms of metal theft, there also needs to be a Force led response, coordinated by Supt Ash and the Other Theft Working Group. ACC Pickard agreed with this and advised that it is essential that the District DCIs engage in the group. Supt Coates noted he does not believe that SO&C are represented on the group.</p> <p>Action – Supt Coates to liaise with Supt Ash regarding SO&C representation on the Other Theft Working Group.</p>	Supt Coates
4.3.4	<p>Criminal Damage – ACC Pickard noted that, although fantastic progress has been made over recent years, criminal damage is still an issue for the Force. Neighbourhood Chief Inspectors are the Champions for this area and should continue to push for reductions. This will be progressed via the District MPRs.</p>	
4.4	<p><u>Reducing Anti Social Behaviour</u></p> <p>ASB Categories – ACC White noted that the changes in ASB categories have caused some issues in terms of administration. Work is being undertaken to resolve this.</p>	

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4.5	<p><u>Keeping You Safe</u> Domestic Abuse – ACC Pickard asked for an update in terms of the process Redcar & Cleveland District have introduced. Supt Sadler advised that a review system has been put into place to capture repeat victims who do not meet the Vulnerability Unit criteria. He noted that for a number of reasons (volume, interventions etc) this system is not working efficiently. C/Insp Bush is exploring alternative options around this.</p>	
4.5.1	<p>Supt Gudgeon noted that Hartlepool District had been revisiting each repeat victim of domestic abuse who does not fall under MARAC. However, initial evaluation of this scheme would suggest that it has not been effective. A number of issues have been fed back from victims including attitude of Officers attending and the non attendance of Harbour staff. The scheme has been suspended at the present time.</p>	
4.5.2	<p>C/Insp Williams highlighted that Stockton District consistently have the lowest arrest rate for repeat DVs, however the repeat rate is steady. Supt Sadler noted that this could be geographical, in that there is a higher concentration of poverty in the other Districts.</p>	
4.5.3	<p>It was noted that ACC White is to pick up this issue via the Public Protection Gold Group, there are also links to the OPT report on 'Assault without Injury'.</p>	
4.5.4	<p>Supt Coates questioned whether there would be a benefit in attaching certain response officers to the Vulnerability Unit, to gain a better understanding of the processes. Selected officers could then visit repeat victims. C/Supt Hartnack advised that the OPT report focuses on first response and suggested having a pilot site to look at this.</p>	
4.5.5	<p>Casualty Reduction – ACC White highlighted that targets will be negotiated via the Cleveland Strategic Road Safety Partnership meeting.</p>	
4.5.6	<p>Queue & Event Management – It was highlighted that Redcar & Cleveland District's queue went into red 3 times in a 4 day period in May 2011. Supt Sadler advised that this has been looked into and no issues were identified other than this being a period of high demand.</p>	
4.5.7	<p>Supt Sadler asked whether it would be possible to have the total number of calls broken down into Districts, which would show whether there has been an influx of calls in any one area. ACC Pickard noted that this level of detail can be discussed at the District MPRs.</p>	

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4.5.8	<p>Supt Coates noted that emphasis should be placed on how many days are green and what Districts do to get out of amber and red rather than how many times in the month they are in them. He noted that Redcar & Cleveland District were in red for 2 consecutive days, however the day before this and the day after were green. ACC Pickard agreed with this, noting that Middlesbrough District is the biggest area of concern.</p> <p>Action – Louise Drummond to amend the Strategic Performance Review to reflect this change.</p>	Louise Drummond
4.5.10	<p>Supt Campbell noted that the time from call to dispatch is not measured in terms of a performance indicator. If this was measured it would provide some context in terms of outstanding events. There was discussion around this.</p>	
4.5.9	<p>Organised Crime Groups (OCGs) – DCS Swinson noted that a Peer Review Group meeting will be established and chaired by D/Supt Sellers. The Neighbourhood Chief Inspectors together with District Intelligence will be asked to provide updates around intervention activity for each of their OCGs. Guidance will also be given to the Districts in terms of expectations and prioritisation. Supt Coates noted that SO&C should be included in this group.</p> <p>Action – Supt Coates to liaise with D/Supt Sellers regarding SO&C representation at the Peer Review Group.</p>	Supt Coates
5	<p><u>FINANCIAL UPDATE</u></p>	
5.1	<p>Claire Hinnigan gave the following updates in terms of finances –</p>	
5.2	<p>ORACLE – The system is due to go live on 4th July 2011, due to this the month end process is being run early. Forecasts are due back to the Finance Department by 1st July 2011.</p>	
5.2.1	<p>DSC Swinson asked whether putting extra responsibilities onto Officers in terms of administration would impact on frontline duties and asked whether ORACLE will be available on the CUPID devices. Supt Gudgeon confirmed that ORACLE will be made available on CUPID.</p>	
5.3	<p>2011-12 – There is a paper going to the Policy & Resources Group on 30th June 2011. The paper details a financial pressure of around £730k on police pay, £650k of which is around the timing of A19 retirements. There is also an £80k pressure in terms of acting costs. The paper then details a strategy for delivering a balanced position in 2012, which is believed to be achievable. Claire gave an overview of some areas where savings can be made.</p>	

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5.4	<p>Long Term Financial Plan (LTFP) – Claire advised that a report went to the Police Authority AGM yesterday (23rd June 2011). The update showed that the Force’s saving target/gap in 2013 is £6.5 million, rising to just over £11 million in 2015-16. There are savings identified within the plan, however, a further £1.7 million is needed from the 2013-14 budget.</p>	
5.4.1	<p>Claire stated that the establishment was previously 1727 and the plan is to reduce to 1500. However the LTFP can only afford 1395 officers in 2015-16, therefore further savings are needed.</p>	
5.4.2	<p>There will be another update to the Police Authority in September 2011, by which point it is expected that further clarity will have been given around the recommendations within the Windsor Review. If the recommendations from the Review were implemented on 1st September the Force would save a further £1.1 million, which would be put into reserves to bolster 2012-13 onwards.</p>	
5.4.3	<p>ACC Pickard stated that the Executive will meet in the near future to discuss the interim establishment, and how this will be split across Districts and Departments.</p>	
6	<p><u>CRIMINAL JUSTICE DIRECTORATE MATTERS</u></p>	
6.1	<p>Supt Irvine presented this month’s Gold Book.</p>	
6.2	<p><u>Arrest Data</u> ACC Pickard asked that the document be amended to reflect quarterly or year to date arrest data. This will provide a more holistic view in relation to identifying trends. Action – Supt Irvine to liaise with C/Insp Kielty and Corporate Planning & Governance regarding the above.</p>	<p>Supt Irvine</p>
6.3	<p><u>Warrants</u> Supt Irvine noted that performance around warrants has improved dramatically over recent years. However, it has been identified that the Force is falling foul of some errors made by the Courts, particularly Teesside Crown Court.</p>	

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6.3.1	It is clear that the Courts are not making the necessary checks before warrants are issued. In some cases this has resulted in warrants being issued to individuals who are already in prison, are in hospital etc. Cleveland Police then have to submit this data to the Home Office.	
6.3.2	It was noted that some work has been undertaken within the Force around rationalising warrant data in order to provide a more accurate picture of performance. As a result, internal figures will therefore now differ from those returned to the Home Office as the Ministry of Justice do not take into account wrongly issued warrants.	
6.3.3	ACC Pickard advised that he has concerns around the management of Cat A warrants. Supt Gudgeon noted that Cat A warrants are checked at each morning meeting and questioned the accuracy of this data, particularly in relation to those issued towards the end of the month. Supt Irvine advised that warrant data is now presented one month in arrears, hence removing the previous discrepancy in the figures associated with warrants issued at the end of the month.	
6.3.4	ACC Pickard asked Hartlepool and Middlesbrough Districts to look into their Cat A warrants and the systems behind this. Action – Hartlepool and Middlesbrough Districts to look into.	'H' & 'M' Districts
7	<u>CRIME AND INCIDENT REGISTRAR MATTERS</u>	
7.1	<u>Audit of No Crimes – April & May 2011</u> Keith Storr presented the results of an audit of 'no crime' in April and May of 2011.	
7.1.1	No Crimes – Keith Storr highlighted that there were 137 no crimes recorded in April and May 2011, 66 of which were for the previous financial year and will not count in the crime figures for this year. Keith noted that the vast majority of the failures were under this financial year.	

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7.1.2	<p>HMIC Audit – The upcoming HMIC audit will feature on data from 2nd May 2011 at 2100 hours running backwards into April, therefore the above errors will be picked up during the audit. Keith Storr stressed that no data should be changed retrospectively to cover errors as the HMIC will pick up on this.</p>	
7.1.3	<p>New Evidence – Supt Gudgeon asked whether details can be changed if new evidence is identified to support that a crime did occur. It was highlighted that legitimate updates can be added, however this must be justified.</p>	
7.1.4	<p>Dedicated Decision Makers (DDMs) – Keith Storr noted that there are issues around the DDMs not understanding the ‘no crime’ process. He advised that DDMs sit on the Districts and in the CJU. The CJU staff are predominantly ex-officers and have picked up the process well. However, there are occasions whereby Acting DIs are carrying out this process. Keith suggested that extra training is given to Acting DIs. The Crime Management Unit (CMU) Manager would historically assist with this process, however this support will no longer be available once the CMU is centralised.</p>	
7.1.5	<p>ACC White asked for an update in terms of the policy and guidance, which is being progressed through the Crime Managers’ meeting. DCS Swinson noted that Insp Bedford sent the draft policy direct to the DCIs for comment. ACC Pickard asked that this policy be delivered prior to the HMIC audit.</p> <p>Action – Keith Storr to seek an update from Insp Bedford.</p>	Keith Storr
7.1.6	<p>ACC White questioned whether there is still a need to have DDMs on Districts once the CMU is centralised. Supt Sadler noted that the DDMs can task officers to carry out more work into a particular case. He also highlighted that each District is responsible for the decisions they make. Supt Irvine noted that the requirement for DDMs comes from the Home Office Guidance around crime recording and NCRS. Keith Storr also highlighted that DDMs also make decisions in terms of TIC offences.</p>	
7.1.7	<p>ACC Pickard asked that this report be progressed via the Crime Managers’ meeting. ACC Pickard also noted that he would be reluctant to make any changes around DDMs until after the HMIC audit, however the skills and decision making of DDMs and deputies needs to be re-emphasised.</p> <p>Action – DSC Swinson to progress via the Crime Managers’ meeting.</p>	DCS Swinson

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7.2	<p><u>NCRS and VCoP Compliance</u> Keith Storr gave an update in terms of NCRS and VCoP compliance.</p>	
7.2.1	<p>Crimes Failing the 72 Hour Rule – Keith Storr noted that the main issue around crimes failing the 72 hour rule is not that an officer is not dispatched in time but that they are not submitting the crime report before the end of their shift. There was lengthy discussion around this. Following discussion Keith agreed to send spreadsheets to Districts detailing those crimes that have failed. Action – Keith Storr to send spreadsheets to Districts.</p> <p>Action – Districts to look into.</p>	<p>Keith Storr District Reps</p>
7.2.2	<p>It was noted that there was a small number of crimes which failed due to a late dispatch. Supt Coates advised that he will look into this. Action – Supt Coates to look into crime which failed due to late dispatches.</p>	<p>Supt Coates</p>
7.2.3	<p>Performance Data – ACC Pickard asked why the table presented at the beginning of the report under the heading ‘Force Performance Data’ is not referred to in the subsequent text. Action – Keith Storr to arrange for additional detail to be added to future reports.</p>	<p>Keith Storr</p>
7.2.4	<p>Keith Storr noted that there is an issue in terms of incidents closed in Niche with a crime code and not crimed. ACC Pickard asked that this be picked up via the Crime Management & Admin Forum. ACC Pickard also noted that if there are issues identified, specific recommendations should be made to this group. Action – DCS Swinson to progress the above via the Crime Management & Admin Forum.</p>	<p>DSC Swinson</p>
7.2.5	<p>ASB – Keith Storr advised that there is an issue around call takers not clarifying why they are recording an ASB incident as such. ACC White advised that will be picked up as part of the ASB action plan.</p>	

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7.2.6	<p>VCoP – There was discussion around the staffing situation within the Hartlepool CMU. Supt Gudgeon advised it was agreed following the last meeting that Hartlepool would only submit a sample of 10 crimes. ACC Pickard advised that he will discuss this further with Supt Gudgeon and Insp Bedford outside of the meeting.</p>	
7.2.7	<p>ACC Pickard noted that there is a fluctuation in terms of Stockton District's VCoP performance and asked whether this is related to the assistance being given to Hartlepool District. C/Insp Williams advised that this is a supervision issue, which is being dealt with by Management.</p>	
8	<p><u>OTHER THEFT</u></p> <p>Update given after matters arising</p>	
8.1	<p>Supt Ash gave an update in terms of 'other theft' work.</p>	
8.2	<p>Supt Ash noted that Crime Stoppers have organised a national initiative on metal theft for January 2012. He has queried why this has been delayed until January when metal prices are at a peak. ACC Pickard noted that DCS Swinson sits on the Regional Crime Stoppers Working Group and may be able to assist with this.</p>	
8.3	<p>ACC Pickard highlighted that Supt Ash is responsible for the strategic overview of other theft but will not take on management of this issue on a day to day basis. This responsibility remains with the districts.</p> <p>10:15 – Supt Ash left the meeting</p>	
9	<p><u>ANY OTHER BUSINESS</u></p>	
9.1	<p>There were no items raised for discussion.</p>	
10	<p><u>TIME AND DATE OF NEXT MEETING</u></p>	
10.1	<p>The next meeting will be held on Friday 29th July 2011 at 10am in the Media Briefing Centre, Police Headquarters.</p>	

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

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