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MEETING: Strategic Performance Group
DATE: Friday 29th July 2011
TIME: 10:05 - 12:05
VENUE: Media Briefing Centre, Police Headquarters

RECORD OF MINUTES

Meeting No: 07/2011

**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
Graeme Slaughter	Police Staff – Head of Corporate Planning & Governance (CP&G)
Ian Coates	Superintendent – Head of Specialist Operations & Communications (SO&C)
Darren Best	Superintendent – District Commander – Stockton District
Karen Ravenscroft	Superintendent – District Commander – Middlesbrough District
Steve Ash	Superintendent – Operational Performance Team (OPT)
Heather Eastwood	Detective Chief Inspector – Crime Manager – Redcar & Cleveland District
Derek Carter	Detective Chief Inspector – Organised Crime – Crime Operations
Lynn Beeston	Chief Inspector – Neighbourhoods – Hartlepool District
Steve Kielty	Chief Inspector – Head of Custody/CJU – Community Justice
Louise Drummond	Police Staff – Performance Manager – CP&G
Keith Storr	Police Staff – NCRS Compliance Officer – CP&G
Susie Macdonald	Police Staff – Media Officer – CP&G
Neville Cameron	Cleveland Police Authority
Clive Pengilley	Police Operational Services (POS) Manager – Steria
Laura Lindridge	Support Services Clerk – Business Support – Steria (Minute Taker)
Win Alder	ROTI Typist – Business Support – Steria (Observer)

Para. No.		Action
1	<u>APOLOGIES</u>	
1.1	Apologies for absence were received from the following – Derek Bonnard Deputy Chief Constable – Executive Ann Hall Assistant Chief Officer – Executive Stewart Swinson Detective Chief Superintendent – Head of Crime Operations	

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	<p>Mick Hartnack Chief Superintendent – Head of OPT Claire Hinnigan Police Staff – Head of Corporate Finance</p> <p>Martin Campbell Superintendent – Head of Professional Standards Department (PSD)</p> <p>Glenn Gudgeon Superintendent – District Commander – Hartlepool District</p> <p>Chris Sadler Superintendent – District Commander – Redcar & Cleveland District</p> <p>Ciaron Irvine Superintendent – Head of Community Justice</p> <p>Ian Bedford Inspector – Force Crime & Incident Registrar – CP&G</p> <p>Denise Curtis-Haigh Police Staff – Head of Human Resources</p> <p>Miranda Sykes Police Staff – Media & Marketing Manager – CP&G</p> <p>Barry Coppinger Cleveland Police Authority Adam Hart Delivery Manager – Steria Dave Smith Head of Information Communication Technology (ICT) – Steria</p> <p>Simon Miller Head of Police Shared Business Services (PSBS) – Steria</p>	
2	<u>MINUTES OF OPEN SESSION OF PREVIOUS MEETING</u>	
2.1	Item 4.5.8 Queue & Event Management should read <i>noting</i> that Middlesbrough District is the biggest area of concern not <i>nothing</i> .	
2.2	Pending the above amendment the minutes of the open session of the previous meeting dated 24 th June 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 3.2) Call Backs – Feedback</u> ACC Pickard advised that the Executive are awaiting proposals from Steria in relation to changes to the Call Back process. Clive Pengilley noted that he has spoken with ACC White and proposals will be presented next week (week commencing 1st August 2011). Graeme Slaughter asked that Louise Drummond be involved in discussions. Action – Clive Pengilley to progress proposals.</p>	Clive Pengilley

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3.2	<p><u>(Item 3.5) Reducing Anti Social Behaviour – ASB Audit</u> ACC White advised that he has met with Clive Pengilley, who has established a mini action plan around ABS codes. Clive noted that the actions within this plan are being progressed by Alice Keith, Control Room Manager.</p>	
3.2.1	<p>ACC White also highlighted that the HMIC are in Force this week undertaking an inspection in relation to Crime Recording, of which ASB will be a key feature.</p>	
3.3	<p><u>(Item 4.2.1) Call Backs– Managing Expectations</u> Supt Coates advised that he has met with Clive Pengilley to discuss management of expectations. There is already a process in place within the Control Room to advise callers of an approximate time of arrival for zero and 1 priorities, however it is clear that this needs to be re-invigorated. Supt Coates advised that he has also spoken to C/Insp Jermy around creating a similar process for priority 2s. Action – Supt Coates to progress and update at the next meeting.</p>	Supt Coates
3.4	<p><u>(Item 4.2.4) Call Backs – Recognition of Poor/Good Performance</u> At the last meeting C/Supt Hartnack was asked to clarify the process for Officers who receive a 1 or a 5 as a result of a call back and to confirm whether or not this process is being followed. Outstanding Action – C/Supt Hartnack to progress.</p>	C/Supt Hartnack Outstanding
3.5	<p><u>(Item 4.3.3) Reducing Crime – Other Theft Working Group</u> Supt Coates reported that Insp Mick Little has been identified to attend the Other Theft Working Group on behalf of SO&C and the Joint Unit. Item Discharged</p>	Discharged
3.6	<p><u>(Item 4.5.8) Keeping you Safe – Queue & Event Management</u> Louise Drummond confirmed that the data in the Strategic Performance Review has been amended to reflect discussion at the last meeting. Item Discharged</p>	Discharged
3.7	<p><u>(Item 4.5.9) Keeping You Safe – Organised Crime Groups</u> Supt Coates advised that C/Insp Gary Stephenson has been asked to identify a rep to sit on the OCG Peer Review Group. DCI Carter noted that the first meeting of this group will take place on 15th September 2011. Item Discharged</p>	Discharged

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3.8	<p><u>(Item 6.2) Arrest Data</u> It was confirmed that the Gold Book has been amended to reflect year to date arrest data. Item Discharged</p>	Discharged
3.9	<p><u>(Item 6.3.4) Warrants</u> To be discussed under agenda item 5.</p>	
3.10	<p><u>(Item 7.1.5) Audit of No Crimes – April & May 2011</u> Keith Storr confirmed that the new Force Policy in relation to management of ‘no crimes’ was circulated on 12th July 2011. Item Discharged</p>	Discharged
3.10.1	<p>There was discussion around the recent HMIC audit of crime recording. ACC Pickard advised that it may be useful to have an overview of the findings, and work being carried out at the Crime Management & Admin Forum, at the next meeting Action – DCS Swinson to provide an overview at the next meeting.</p>	DCS Swinson
3.11	<p><u>(Item 7.1.7) Audit of No Crimes – Dedicated Decision Makers (DDMs)</u> Discussed under item 3.10.</p>	
4	<u>PERFORMANCE UPDATE</u>	
4.1	Louise Drummond presented this month’s Strategic Performance Review.	
4.2	<p><u>Putting People First</u> Public Confidence – ACC Pickard noted that although Redcar & Cleveland District have the lowest public confidence scores they also have the highest scores in terms of victim satisfaction. ACC Pickard questioned whether the communication strategy differs from the other Districts. DCI Eastwood noted that the strategy is in the process of being reviewed.</p>	
4.2.1	ACC White advised that historically figures have shown that people living in rural areas are most concerned about ASB than those who live in rural areas, therefore there may be benefit in splitting the communications strategy. It was also noted that there have been 3 homicides in the District within this reporting period.	

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4.2.2	There was discussion around asking individuals why they are unhappy with the service. Louise Drummond noted that this is asked as part of the survey. Individuals are also asked whether they would like to be contacted again in the future.	
4.2.3	ACC Pickard asked that DCI Eastwood liaise with Louise Drummond regarding the District's public confidence figures. Action – DCI Eastwood to liaise with Louise Drummond.	DCI Eastwood
4.3	British Crime Survey – ACC White highlighted the significant increase from 54.6% to 61% in terms of those who feel the Force do a good or excellent job.	
4.4	Victim Satisfaction – Louise Drummond noted that the figures differ slightly from previous years as victims of Road Traffic Collisions were removed from the sample from April 2011. The focus is now purely around victims of violent crime, house burglary, vehicle crime and racist incidents, which is in line with Home Office guidance.	
4.4.1	Louise Drummond noted that the Iquanta comparison is not available this month as they have yet to remove the RTC data from last year's figures. This comparison will be available from next month.	
4.4.2	Louise Drummond highlighted that the main reason for dissatisfaction is around follow up and feedback, in particular a perceived lack of or slow response. ACC White asked that Clive Pengilley consider this as part of the work around improving the 'call back' system.	
4.4.3	Supt Ash asked whether there would be an opportunity to use technology to improve feedback, ie automatic messages to victims. Clive Pengilley noted that this is possible with Izuka, however Chief Constable Price preferred to adopt a personal approach. ACC Pickard noted that this is an evolving system, therefore all opportunities can be explored further as developments are made.	
4.4.4	Supt Best noted that there is a distinct difference between whether the public are satisfied with the feedback they received and whether they received any or not. It was also noted that there is only a small gap between the amount of people who said they would like to be kept updated and the amount who received feedback. There was discussion around this.	

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4.4.5	<p>ACC White advised that he will liaise with Louise Drummond, Graeme Slaughter, Clive Pengilley and others to look further into this.</p> <p>Action – ACC White to discuss further outside of the meeting.</p> <p><u>Additional note:</u> <i>The full 2010-11 Victim Satisfaction Survey Report is now available on the 'Performance Management' SharePoint site.</i></p>	ACC White
4.5	<p>Call Backs – ACC White asked whether the Officers who receive poor responses as a result of call backs i.e. 1s, are challenged and whether this is then used to try and change behaviours. Supt Best advised that he has not received notification of any Officers receiving a 1 and this has not been raised by members of Supervision as an issue. The other Districts echoed this.</p>	
4.5.1	<p>Clive Pengilley noted that an automated email is sent to the first line Supervisor of each Officer who receives either a 1 or 5 score. However there are currently several thousand of these emails outstanding therefore it is unclear whether the process is being followed.</p> <p>Action – Districts to look into.</p>	Districts
4.5.2	<p>Supt Ravenscroft asked whether there is any team level management information available in terms of performance, as this should be included in the MPR process. Clive Pengilley noted that once Izuka goes live with Storm in November 2011 this information will be readily available, however in the meantime he will provide a snapshot of the current situation.</p> <p>Action – Clive Pengilley to provide a snapshot in relation to outstanding emails relating to call backs.</p>	Clive Pengilley
4.5.3	<p>ACC Pickard advised that C/Supt Hartnack and Steve Sugden were tasked with writing a policy around management of performance information which came from call backs. However this has not yet been circulated. ACC Pickard advised that he will seek an update around this.</p> <p>Action – ACC Pickard to seek an update from C/Supt Hartnack/Steve Sugden in relation to the above policy.</p>	ACC Pickard
4.5.4	<p>DCI Eastwood questioned whether the backlog should be erased and the process started again. ACC Pickard noted that this decision can be made once the situation is clearer in terms of how much work is required to clear the back log.</p>	

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4.5.5	Supt Best suggested a number be set for management intervention, for example, if an Officer receives a grade '1' or '5' on 3 or more occasions then the District Commander should be informed. It was noted that this would be a consideration for the future, once management information is available automatically.	
4.5.6	Clive Pengilley noted that he will look into what types of management information will be available. He also advised that a 'top ten' approach could be an option, whereby the top ten Officers, from both ends of the scale, would be identified. This would allow any patterns month on month to be identified.	
4.6	<p><u>Reducing Crime</u> Recorded Crime – ACC Pickard highlighted that although Cleveland currently has the highest crime rate within the MSF group at the present time, the gap between Forces is narrow.</p>	
4.7	<p>Sanction Detections – Louise Drummond noted that the projected detection rate for July 2011 is 40.8%, which is a large increase and well above the 37% target, meaning the year to date figures stands at 37.7%.</p>	
4.8	<p><u>Reducing Anti Social Behaviour</u> Breakdown by Risk Factor – An additional slide showed breakdowns across the Northern Forces Performance Group in terms of risk factor. The figures are mainly consistent across the board, including Cleveland.</p>	
4.9	<p>ASB Rates 2010-11 – Louise Drummond presented data in relation to ASB rates in 2010-11 per thousand population collected by HMIC, it was noted that this data is unvalidated. The figures showed that during 2010/11 Cleveland recorded the highest rate of ABS incidents after the City of London. ACC White suggested that this may be linked with high levels of public confidence, in that members of the public report incidents as they are confident that the Force will take action.</p>	
4.10	<p>Perceptions of ASB – Supt Ash asked whether there is a way to establish what people base their perceptions on. Louise Drummond noted that this forms part of the survey. Most frequent reasons given are personal experience (45%), friends and family, media at a local level (33%) and media and a national level (7%). It was noted that outside of personal experience it is possible to influence the remaining categories. ACC Pickard agreed and noted that this links into the Forces communication strategies.</p>	

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4.11	<p>Projected figures – Louise Drummond noted that the projected ASB figures for July 2011 show a decrease of 6% with reductions in all Districts but Middlesbrough (3% increase).</p>	
4.12	<p><u>Keeping You Safe</u> Protective Services Casualty Reduction – ACC White advised that Ros Pluck is currently looking at targets and trajectories for the next 10 years. There is a pressure from the Government to set a reduction target however the margins are now extremely tight. The Force is likely to aim for a reduction. The 3 main themes continue to be speed, substances (alcohol and drugs) and seatbelts.</p>	
4.13	<p>Queue & Event Management – It was highlighted that Middlesbrough District are well below the other Districts in terms of time spent in ‘green’, 36.7% in June 2011. Supt Ravenscroft advised that there has been a significant improvement in July 2011. ACC White noted that this is a team effort across all Districts and the Control Room.</p>	
4.14	<p>Organised Crime Groups (OCGS) – There was discussion around disruption tactics at Level 4. ACC White noted that this is allocated to Districts however there is some inconsistency around what constitutes disruption. D/Supt Sellers is progressing guidance in terms of this.</p>	
4.14.1	<p>Supt Ash noted that Source Unit opportunities should be explored in terms of infiltrating OCGs. DCI Carter advised that D/Supt Sellers is looking into CHIS to CHIS tasking as part of his work around OCGs. Supt Best noted that although this would be a ‘nice to have’ he feels the Source Unit need to concentrate on basic level service at the present time.</p>	
4.15	<p>Feelings of Safety – Louise Drummond noted that an extra question has been added to the local confidence survey asking how many people believe their quality of life is adversely affected by their fear of crime or ASB. Louise noted that the intention is to baseline these figures then seek a reduction.</p>	

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5	<p><u>CRIMINAL JUSTICE DIRECTORATE MATTERS</u></p>	
5.1	<p>C/Insp Kielty presented this month's Gold Book.</p>	
5.2	<p>Following lengthy discussion around figures it was agreed that proceeds of crime should be removed from the Gold Book and added to the Strategic Performance Review under Protective Services. It was agreed that the data around the enforcement element should remain in the Gold Book, as this is governed by the Courts.</p> <p>Action – CP&G to remove proceeds of crime data from the Gold Book and add to the Strategic Performance Review.</p>	<p>CP&G</p>
6	<p><u>CRIME AND INCIDENT REGISTRAR MATTERS</u></p>	
6.1	<p>Keith Storr gave an update in terms of NCRS and VCoP compliance.</p>	
6.2	<p>Incidents Closed in Niche with a CR Code and not Crimed – Keith Storr highlighted the apparent number of incidents with outstanding crimes. He advised that these incidents should either be crimed or the closure code should be changed. There was discussion around the process with Keith highlighting that in some instances the Force Registrar has suggested that an incident is crimed, however this has not been progressed. It was noted that these incidents are dealt with in the main by CMU Supervisors but are sometimes sent to Crime Managers.</p>	
6.2.1	<p>There was debate over whether the figures have been updated or are just rolled over from the previous report, as there have been no reported reductions. Graeme Slaughter advised that he will liaise with Insp Bedford around this.</p> <p>Action – Graeme Slaughter to liaise with Insp Bedford.</p>	<p>Graeme Slaughter</p>

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7	<u>OTHER THEFT</u>	
7.1	Supt Ash gave the following updates in terms of 'other theft' –	
7.2	Hartlepool District – There have been 5 arrests for metal theft offences in this reporting period with a further 5 planned. The main issues have been theft of cable, lead flashing, copper piping, padlocks and boilers. In terms of shoplifting, there are been 40 arrests connected to 46 detected offences. Hartlepool District have an action plan in place and a monthly scanning document is produced along with adoption of the OPT checklist.	
7.3	Stockton District – There have been 2 arrests for metal theft offences. There have also been 2 arrests in terms of pedal cycle theft with another 10 planned arrests. The main issues have been theft of cables, lead flashing, copper, scrap and scaffolding. Stockton have ongoing operations in place (Operation Maple and Operation Ocelot) plus an action plan and a monthly scanning document. The OPT checklist has also been adopted.	
7.4	Redcar & Cleveland District – There have been 5 arrests for metal theft linked to 6 detected offences. There are also 3 outstanding suspects linked to 2 undetected offences. Lead flashing, copper piping and cable are the main issue in terms of metal theft. There is also a shoplifting element in this District with 9 arrests linked to 9 detected offences with a further 4 arrests planned for outstanding suspects. The District have an action plan in place, a monthly analysts scanning document is produced in addition to adoption of the OPT checklist.	
7.5	Middlesbrough District – There are 3 outstanding suspects linked to 3 metal theft offences. Cable, copper, lead flashing and boilers are the main targets. There are 9 named suspects linked to pedal cycle thefts, yet to be arrested. The District have an action plan in place along with a monthly scanning document and adoption of the OPT checklist.	
7.6	<p>Initiatives – Supt Ash gave updates around the following initiatives –</p> <ul style="list-style-type: none"> • The Crimestoppers national initiative around metal theft has now been brought forward and will take place in the next 6 weeks. Cleveland will be the pilot site for this work. Supt Ash gave a brief overview of the pilot. 	

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	<ul style="list-style-type: none"> • The RPU Strategy is now complete (Operation Hansel). • A dedicated RPU Unit is being progressed. A team of 1 Sergeant and 4 PC's will deal solely with metal and pedal cycle thefts. This team will go live within the next 4 weeks. • There is a daily output which is monitored by RPU. • The Evening Gazette are interested in doing some publicity around metal theft. This has been postponed until the Crimestoppers initiative goes live. C/Insp Beeston asked that the Hartlepool Mail also be included in this. • Insp Little will now attend the District Crime Management Meetings. <p>7.7 Smart Water – Supt Ash suggested Districts should look into employing a Smart Water strategy. There was discussion around this. DCI Eastwood advised that this is not a feasible option for Redcar & Cleveland District due to costs.</p> <p>7.8 CRISP – Supt Ash noted that Retail Against Crime North East (RACNE) have a business community intelligence system called CRISP which will provide some intelligence opportunities for the Force. All shopping centres in the Force area have the system. Supt Ash has suggested that Crimestoppers may want to sponsor completion of the front end of the template on intelligence. There is also a possibility to have ANPR cameras on all of the retail outlets, funded by Crimestoppers.</p> <p>8 <u>ANY OTHER BUSINESS</u></p> <p>8.1 <u>ORACLE</u> Supt Ravenscroft noted that a decision has been made at the ORACLE Programme Board this morning that the Self Service element will go live on Monday 8th August 2011. It was noted that there are a small number of medium and low risk defects, however workarounds have been put into place in terms of these. All of the high risk defects have been resolved. There are also follow up fixes identified for September and the end of October 2011, the medium defects will be fixed in the first of these.</p> <p>8.2 <u>English Defence League</u> ACC Pickard thanked all those involved in the EDL demonstration on 9th July 2011 advising that he was extremely impressed with the professionalism displayed by all. Supt Best advised there is intelligence to suggest that a further demonstration may take place in the near future.</p>	
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9	<u>TIME AND DATE OF NEXT MEETING</u>	
9.1	The next meeting will be held on Friday 26 th August 2011 at 10am in the Media Briefing Centre, Police Headquarters.	

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

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