

***NORTHUMBRIA POLICE  
MINUTES***

---

<b><i>Title</i></b>	<b><i>Meeting Number</i></b>
<b>STRATEGIC MANAGEMENT BOARD</b>	<b>06/2010</b>

---

<b><i>Date</i></b>	<b><i>Location</i></b>	<b><i>Duration</i></b>
15 June 2010	Conference Room 3	10:00 – 13:00

---

***Present :***

Mr J Campbell – T/Deputy Chief Constable (Vice Chair)  
Mr S Culkinn – Assistant Chief Officer (Finance & Resources)  
D/Chief Superintendent N Adamson – Head of Crime  
Mr P Armatage – Director of ICT  
T/Chief Superintendent K Blyth – Sunderland  
Chief Superintendent G Calvert – North Tyneside  
Mr D Cutting – Head of Learning and Development  
Chief Superintendent G Davis – Gateshead  
Mr P Godden – Corporate Development Department  
Mrs J Lawson – Head of Human Resources (present for item 1-7)  
Chief Superintendent N Mackay – South Tyneside  
T/Chief Superintendent G Milward – Communications Department  
Mr C Munro - Federation  
Superintendent P Orchard – Operations Department  
Superintendent M Pearson - Northumberland  
Chief Superintendent G Smith – Newcastle  
Mr M Tait – Head of Finance (present for item 7)  
Mr D Taylor – Consultation & Quality Assurance Manager  
D/ Chief Superintendent C Thomson – Head of Professional Standards Department  
Mrs V Wilson – Head of Corporate Development  
T/Chief Superintendent D Wormald – Criminal Justice Department  
Miss C Taylor - Corporate Development Department (Secretary)  
Mrs H Boyd – Corporate Development Department (Observer)

***Invitees :***

Chief Inspector D Anderson – Vulnerability Project

***Apologies for absence :***

Mrs S Sim – T/Chief Constable  
Mrs M Berne – Head of Corporate Communications  
Chief Superintendent M Dennett – Northumberland  
Chief Superintendent R Kearton – Head of Operations Department  
Ms C Nobbs – Unison  
Mr R Watson – Federation

**OPEN SESSION UNDER THE FREEDOM OF INFORMATION ACT 2000**

**1 OPENING**

The Chair opened the meeting by welcoming all members.

**2 MINUTES OF THE OPEN SESSION OF STRATEGIC MANAGEMENT BOARD HELD ON 11 MAY 2010**

The minutes of the open session of Strategic Management Board held on 11 May 2010, having been previously circulated, were agreed as a true record.

**3 MATTERS ARISING FROM THE MINUTES INCLUDING:**

**i) POLICE OFFICER CUTS AND THE IMPACT ON SATISFACTION (Item 1(i))**

The Consultation and Quality Assurance Manager informed members that there is limited data in other forces to be able to map the results of Police Officer cuts against levels of satisfaction.

He stated that results from September to December 2009, of the top ten performing forces in Northumbria's Most Similar Group (MSG), seven of which had made police officer cuts, eight showed a slight decrease in satisfaction.

Members *NOTED* the update provided.

***DISCHARGED***

**ii) REPEAT VICTIMISATION STRATEGY**

T/Chief Superintendent (Communications Department) presented to members a previously circulated report to approve the Repeat Victimisation Strategy.

He stated that the Strategy will increase public confidence by improving the service delivered to those individuals who have become, or are at the risk of becoming, repeat victims of crime and or personally targeted Anti Social Behaviour (ASB), and reduce their vulnerability to suffering further incidents of crime/ ASB.

T/Chief Superintendent (Communications Department) informed members that the Strategy details a staged implementation which includes:

- Interim Solution.
- Mid term solution.
- Long term solution.

He also informed members that an extensive amount of consultation had taken place which had resulted in an agreed definition of a repeat victim, the use of an interim process, risk assessment matrix, a method of recording decisions and harm reduction plans. He then said that this initial work then led on to the requirement to implement, as previously outlined, a three staged approach.

To conclude, the T/Chief Superintendent (Communications Department) stated that the strategy will result in an automated process which will:

- Identify repeat victims of crime and ASB.
- Queue repeat victims on a neighbourhood basis.
- Require a risk assessment of that person's vulnerability.

## NOT PROTECTIVELY MARKED

- Require a harm reduction plan for those assessed as high risk.
- Queue live plans for supervision.
- Identify at point of call for service, a caller assessed as high risk.
- Alert a dispatcher and supervisor that a vulnerable victim has called for service.
- Allow Communications Department and area command staff to view risk assessment and harm reduction plans prior to dispatch and attendance, which will increase public confidence by dispatching an informed resource and by dramatically reducing the likelihood of our not being aware of, and managing a robust response to the needs of the vulnerable within our communities.

The T/Deputy Chief Constable thanked Chief Inspector (Vulnerability Project) and T/Chief Superintendent (Communications Department) for the hard work and effort put into devising the Repeat Victimisation Strategy.

Following a brief discussion, members **AGREED:**

*i) To the Repeat Victimisation Strategy.*

*ii) To the action plans that will deliver a mid and long term solution in support of the Strategy.*

**ACTION: T/CHIEF SUPERINTENDENT (COMMUNICATIONS DEPARTMENT**

***DISCHARGED***

### **4 FORCE PERFORMANCE**

The Corporate Development Manager presented an overview of current performance using the balanced scorecard, crime prevention, investigative crime and skills and competencies for officers to fulfil their roles.

He informed members that the Force had sustained good performance and that there had been no change in grades in any of the balanced scorecard performance domains. He then questioned how well the Force prevents crime and then explained the balanced scorecard graded this as excellent. He stated that risk of household and personal crime had previously been high compared to other forces in England and Wales and that more recently the risk had reduced and the Force is currently 20th for risk of household and personal crime.

The Corporate Development Manager informed members that the total recorded crime monthly average, at Force level, had been lower than the same two months the previous year, therefore a reduction compared to the year to date. The T/Deputy Chief Constable acknowledged the work that had been done in order to obtain a reduction for the total recorded crime year to date.

He went on to discuss the areas of increase in crime which are burglary dwelling, by 34 % within Sunderland Area Command, Newcastle seeing an increase in burglary OTD and vehicle crime and North Tyneside an increase in total crime of 9.5%, which is mostly attributed to violent crime, burglary and other crime.

He then went on to discuss with members how well the Force is at investigating crime, stating that the balanced scorecard grades the Force as excellent and that there is generally a high detection rate achieved compared to the Most Similar Group (MSG). However, he then stated that detection rates for burglary

## NOT PROTECTIVELY MARKED

dwelling and vehicle crime had fallen over recent years and serious acquisitive crime is 5.4% below the 2010/11 target of 19.1%.

The Corporate Development Manager discussed with members Taken into Consideration (TIC) and stated that they have reduced substantially in 2008/09 and have continued to fall mainly for burglary dwelling and vehicle crime. He said that a reduction in TIC's is a main contributory factor to the fall in sanction detection rates, although the increase had been offset against charge/ summons.

He informed members of forensic detections and their contribution towards burglary dwelling of 32.4% and that the detection rate is lower than in previous years, which was approximately 40%. He also stated that a recent Her Majesty's Inspectorate of Constabulary (HMIC) inspection comment stated that 'there is a need for Scientific Support to better demonstrate cost benefits of forensics towards Force performance'.

The Corporate Development Manager informed members that a report outlining student officer investigative training is being developed by Learning and Development and Crime Department, which will be discussed at a future Executive Board to explore a corporate learning package.

Following a lengthy discussion, members **AGREED:**

*i) To Chief Superintendent (Newcastle) liaising with Chief Superintendent (South Tyneside) to discuss best practice regarding detection rates for Most Serious Violence (MSV) detections.*

*ii) To the Head of Crime tasking the review team to conduct an examination into the use of Taken into Considerations (TIC's), examining all potential reasons for reduced usage across the Force and provide an update at a future Strategic Management Board.*

*iii) To the Head of Crime researching Scenes of Crime Officers performance regarding scene attendance, yield and corresponding link to detections and provide an update at a future Strategic Management Board.*

*iv) To the Head of Learning and Development exploring proposals for rolling out a corporate learning package to improve the quality of investigations across the Force including options for investigative interviewing and the adoption of Professionalising Investigative Process (PIP) level 1 for existing officers, which will be agreed by the Executive Board.*

*v) To T/Chief Superintendent (Criminal Justice Department) discussing at the next Area Commanders Meeting recommendations and findings from the audit of simple cautions.*

*vi) To the Corporate Development Manager providing a breakdown by sector of the detections presented by area command and circulating to members following the Strategic Management Board.*

**ACTION: CHIEF SUPERINTENDENT (NEWCASTLE)/ HEAD OF CRIME/ HEAD OF LEARNING AND DEVELOPMENT/ T/CHIEF SUPERINTENDENT (CRIMINAL JUSTICE)/ CORPORATE DEVELOPMENT MANAGER/ SECRETARY**

### **5 MANAGING PROJECTS AND PROGRESS ON BUSINESS REVIEWS**

The Head of Corporate Development updated members on the five Business Reviews that have been commissioned by the Chief Officer Team and provided members with a brief update of work to date. She stated that a lot of effort has been put in from across the Force in order to set up the review teams.

## NOT PROTECTIVELY MARKED

She informed members as part of the Business Reviews, a Corporate Programmes Board (CPB) had been set up, which will:

- Provide advice on overall business change strategy.
- Consider detailed business cases for Force business change programmes, projects and/ or reviews and arrange progression as appropriate or recommend termination.
- Prioritise Force business change programmes, projects and reviews.
- Determine resources to be allocated and timescales to be met.
- Provide direction, support and advice to the owners of Force programmes, projects and reviews.
- Ensure that opportunities for alignment and sharing of practice and resources are maximised for relevant corporate activity.
- Review high level progress of programmes, projects and reviews to ensure that delivery is on track and risks are mitigated.
- Act to resolve issues beyond the authority of owners of individual Force programmes, projects and reviews.
- Communicate change in scope, resource or timescales to programme, project and review owners.
- Recommend sign-off of Force programmes, projects and reviews as complete.
- Recommend termination of Force programmes, projects and reviews where necessary.
- Review evaluation reports and / or benefits realisation reports and action appropriately.
- Provide summary progress reports on Force business change activity to Strategic Management Board.
- Ensure that timely and relevant, termination and completion reports are presented to the Executive Board for approval.

She then informed members that the Business Reviews will be a standing item on future CPB agendas and that the terms of reference for each had been agreed by the Executive Board on 1 June 2010. She also stated that in order to keep Project Teams apprised of developments, monthly meetings set up two weeks before the monthly CPB had been arranged for all Project Leads, Project Members, Head of Corporate Development and the Corporate Programmes Manager to attend. She also informed members of the newly appointed Corporate Programmes Manager.

The Head of Corporate Development discussed with members the process and governance to support the CPB process and that it must be followed in order to reach key Project milestones within the Business Reviews and stressed that this also applies to all activity across the Force, which is initially being embedded by the Business Reviews. She also confirmed with members that a Communications Strategy has been developed by Corporate Communications Department, which requires final approval.

Following a brief discussion, members **AGREED:**

- i) To discuss the Business Reviews in depth at the 5 July 2010 Senior Leaders Business Meeting.*
- i) To an update regarding the Business Reviews at the 13 July 2010 Strategic Management Board.*

**ACTION: HEAD OF CORPORATE DEVELOPMENT/ SECRETARY**

### **6 SUBSTANCE MISUSE PROCEDURE**

The Head of Human Resources presented a previously circulated report to approve the introduction of a Substance Misuse procedure.

**NOT PROTECTIVELY MARKED**

She stated that the procedure will allow the Force to continue its commitment to maintaining an effective police service by ensuring the health, safety and wellbeing of its workforce. She then said that the provisions of the procedure aim to ensure that the risk of drug or alcohol misuse is minimised for police officers and towards members of the public and in addition will encourage police officers who have an alcohol or drug dependency to seek support that is available.

The Head of Human Resources informed members that the procedure is governed by the Police (Amendment) Regulations 2005 and the accompanying protocols covering alcohol and drug testing, i.e. the Association of Chief Police Officers (ACPO) Substance Misuse and Testing Guidance document, September 2007, and Home Office Circular 45/2005. She stated that police officers have a general responsibility under the Health and Safety at Work Act 1974 to present themselves as fit for duty and not to do anything that may affect their safety or the safety of others. She highlighted that it is a criminal offence to put others at risk through negligent acts or omissions, which includes any action/omission as a result of substance or alcohol misuse.

Following a lengthy discussion, members **AGREED:**

*i) To the introduction of the Substance Misuse procedure, with an implementation date of 1 July 2010 taking into account amendments highlighted by members.*

*ii) That the Substance Misuse procedure be monitored on an annual basis to ensure it is fit for purpose, unless amendments to national agreements prompt an earlier review.*

*iii) To a reduction in the testing target from 10% to 5%.*

**ACTION: HEAD OF HUMAN RESOURCES/ SECRETARY**

***DISCHARGED***

**7 BUDGET REVIEW 2010 - 11**

The Head of Finance presented a previously circulated report informing members of proposals for a mid-year 2010/11 budget review to help meet the funding short gap faced by the Force, following the recent Home Office announcement of a cut in funding.

He stated that the Home Office announced a £3.5m reduction in Rule 2 Grant that Northumbria Police will receive in 2010/11, which will require further consideration by the Police Authority as to how the budget can continue to be balanced in the current year, whilst maintaining standards of service provision.

He informed members of the reductions which included:

• Devolved Reserves	£860,000
• Scientific Support Forensic Spend	£750,000
• Overtime	£100,000
• TOTAL	£1,710,000

Following a lengthy discussion, members **AGREED:**

*i) To further discussions regarding the budget review being discussed at 5 July 2010 Senior Leaders Business Meeting.*

*ii) To seek approval of the Budget Review proposals agreed at Senior Leaders Business Meeting at a future Executive Board.*

**ACTION: HEAD OF FINANCE/ SECRETARY**

***DISCHARGED***

**8 POLICING PLEDGE**

T/Chief Superintendent (Communications Department) informed members that the work streams that were introduced as a result of the Anti Social Behaviour (ASB) Inspection, January 2010, have been incorporated in the Repeat Victimisation Strategy action plan. He also stated that the likely outcome of the ASB Inspection will be graded as fair due to the Force not implementing separate definitions for vulnerability and ASB.

He also informed members of the forthcoming National Policing Improvement Agency (NPIA) inspection regarding a neighbourhood stock-take, which is due to take place in August 2010 and that the next HMIC inspection will be focused on interaction with partners.

Members ***NOTED*** the update provided.

***DISCHARGED***

**9 ANY OTHER BUSINESS**

No items were raised.

**10 DATE, TIME AND VENUE OF NEXT MEETING**

13 July 2010, 10am, Conference Room 3.