



MINUTES OF MEETING

Date: Thursday 11 June 2009
Time: 0900
Location: Fareham Police Station

Attendees: Ch Supt Karen Manners
Supt Gareth Jones
DCI Pete Shand
Ch Insp Glynis Shaw
Ch Insp Jerry Patterson
Ch Insp Will Schofield
Ch Insp Rachel Farrell
Ch Insp Paul Barton
Sally Adams
Insp Mark Taylor
Sandra Ruddock (M/Asst)

20 **Apologies:**
Supt Winchester, Chris Allen, Lisa Savage

21 HEALTH AND SAFETY PRESENTATION

Inspector Jim Atherton was unable to attend meeting and sent his apologies. This presentation will take place at next meeting on 9/7/09.

22 EFFICIENCY AND PRODUCTIVITY PROJECT

22.1 Supt Gareth Jones presented an update on the Efficiency and Productivity Project using slides of which he circulated a copy to the meeting. His presentation included the background, the current position, the terms of reference, the future and how seriously this project is taken within the organisation. Comparative data will come out in the autumn to enable comparison with other forces and there will be a round of Police Authority inspections also starting in the autumn to ensure that the force is working efficiently.

22.2 Savings being sought by his team are in real money and productivity. OCUs are likely to achieve more productivity savings rather than cash savings and ACPO will have to decide whether OCUs will be able to keep the savings they achieve. There will be a budget deficit next year which will need to be covered and Supt Jones believes the OCU will have to soon be deciding what can and cannot be done.

22.3 There are 8 strands and 56 recommendations each owned by a member of the ACPO team who will drive the activity to achieve efficiencies. OCUs have their own efficiency plans to develop. The EPT will not be able to do the work to deliver efficiencies to the

Force as the team only has three members. The team has been collating what is being done in the Force and have identified about £20m in cashable savings so far. Some of these are productivity savings, e.g. Central OCU shift pattern. Collaboration is slow but things are moving forward. Supt Jones said that the priority will be front line services and that simple cost cutting could have serious implications for the future.

- 22.4 The EPT have started looking at whether the Force should adopt LEAN methodology which is a very customer-focussed way of delivering efficiencies and which involves everyone in the organisation. If adopted as a culture it will become automatic to use LEAN tools in years to come and will achieve the capability for the various parts of the organisation to help themselves.
- 22.5 Supt Jones reports directly to the ACPO group. The ACPO actions will be chased shortly and he is expecting varying views at the forthcoming inaugural ESLO meeting. The ESLO will drive through efficiencies.

Action: C/Supt Manners to advise Silver Group chairs to add to their agenda evaluation of whether actions result in efficiency and productivity.

Action: Details of all processes and activities within Silver Groups which improve efficiency and productivity to be fed back to Supt Jones to assist his team in collation process.

- 22.6 C/Supt Manners suggested there should be more project support for the teams in the form of a Service Delivery SPOC to assist with writing papers to evidence business benefits as she felt there were knowledge gaps in this respect. Supt Jones responded that the ESLO group would work on simplifying this process and depending on the result and resources might be able to offer more in the way of project support.
- 22.7 Questions were raised about sharing of uniforms with other forces and other aspects of achieving cost savings. Supt Jones said that different activities were the responsibility of various members of the ACPO team. All service contracts will be reviewed but this will take time. He said that there will always be efficiencies which will be difficult or impossible to quantify.
- 22.8 C/Supt Manners is encouraging officers and staff to send her an Ask the Boss question if they find themselves querying why things are done in a certain way as this may highlight areas for review.

23 INTERNAL MEDIATION SERVICE

- 23.1 Inspector Mark Taylor circulated a leaflet and poster explaining the new Internal Mediation Service. There are 12 trained mediators in the Force who comprise police staff and police officers of various ranks. On Central OCU these are Insp Taylor and DI Tara Williams.
- 23.2 He explained that the process is aimed at dealing with conflicts, not

looking back at who is right and who is wrong but how to move forward together to improve the situation and the work environment. The mediator helps people to resolve their own issues. It is a management tool which sits alongside grievance, performance issues, disciplinary procedures, etc., but which provides an additional dimension which could help to avoid any of the above, and could help considerably in reducing stress related sickness. Mediation can be suggested at the first inkling of a dispute or to resolve a situation which has existed for several years.

- 23.3 This process is not intended to replace the manager's role and there are situations where it will be inappropriate, e.g. where the mediator may have a bias or may know too much about the issue. The mediation process is totally confidential and will involve speaking to the parties individually to obtain their viewpoint on the issues and then sitting them down together and managing the communication between them to try to achieve an amicable resolution. The parties will also be asked to buy into the confidentiality agreement. If they wish they can ask for a written agreement of which they will each have a copy and the mediator will have a sealed copy. A copy of the document can be provided to a manager but only if all parties agree. If the process fails and the dispute goes to grievance, for instance, the mediator cannot be called upon to give evidence of what was said in the meetings.
- 23.4 It is planned that mediators will not deal with issues within their own OCU.
- 23.5 The mediation process can be reviewed if necessary and the mediator can be called back if further issues arise.
- 23.6 If Managers become aware of friction between staff and feel that mediation might assist, they should refer to Occupational Health who will appoint two mediators. The Manager may hear nothing else until the end of the process when they might only hear that the process is complete and an agreement reached. If agreement is not reached, the Manager can then consider other appropriate processes.
- 23.7 The process can be instigated by a manager or by a person in dispute. The process will only be successful if the parties voluntarily participate.

Action: Inspector Taylor or DI Williams to speak to C/Insp Shaw's Supervisors Meeting on 1/7/09 if possible.

Action: Sandra Ruddock to include in agenda for Staff Supervisors Meeting and arrange with Sharon Thomas for inclusion in next Briefing Day.

Action: Sally Adams to speak to OCC Health or Graham Love who is leading the service to discuss an item for the OCU newsletter.

24 MATTERS ARISING FROM THE MINUTES OF LAST MEETING 22/5/09

- 24.1 The minutes were agreed as an accurate record of the meeting.

- 24.2 **Action 4.7 - Visible Leadership.** Queries were raised regarding the DMM process over weekends. Weekend duties for SMT will go live on 1st July. All email confirmations will be delivered to C/Insp Schofield by Friday 12 June.

Action: C/Supt Manners to discuss weekend DMM process with Supt Winchester.

- 24.3 **Action 5.4 – RMS Co-ordinator.** C/Supt Manners has asked Sam Wigley to undertake a review of what RMS Co-ordinators do which will tie in with other concerns regarding NFA files and quality of investigations. C/Supt Manners will bring back to meeting when complete.

- 24.4 **Action 5.5 – Personnel Panel.** Chris Allen will attend as required. C/Supt Manners hopes to have news of Senior Personnel Officer support for OCU in next few days.

- 24.5 **Action 15 – Central OCU Delivery Plans.** C/Supt Manners reported that Central OCU's delivery plan is considered as best practice. It is dynamic, regularly updated and the OCU is setting objectives for what it plans to deliver. Sam Wigley will briefly update the SMT meeting every three months and C/Supt Manners and Sam will meet monthly.

- 24.6 **Action 16 – ASB Initiative.** C/Supt Manners has sent an e-mail which she hoped would provide more clarity. PS Chris Rogers who is based in the Ops Support section for three months will be Co-ordinator of the OCU ASB Initiative and will be looking at resources, restriction issues and police staff who can be involved. C/Supt Manners said that PS Rogers may have some capacity and would like to maximise his time on the OCU. C/Supt Manners was concerned that TPT do not appear to be aware of what will be expected of them in connection with ASB hotspots. Plans are in hand.

Action: Sandra Ruddock to include ASB Initiative as main agenda item for next meeting.

25 **PERSONNEL**

No Personnel representative was present at the meeting.

26 **REST DAYS AND ANNUAL LEAVE**

C/Insp Paul Barton had circulated an email on behalf of Duties as some officers were exceeding 40 hours, their rest day limits and annual leave was not being taken by some officers. This could be because first line managers are not enforcing but there could be other issues such as officers asking for annual leave and being told that they cannot take it. One officer has only taken 70 hours leave in a year.

Action: C/Insp Barton to add as standing item to agenda for Personnel Planning meeting.

27 **FINANCE UPDATE**

- 27.1 Chris Allen had circulated a Finance Update prior to the meeting which was self-explanatory.
- 27.2 C/Supt Manners had only just received an email from C/Insp Mark Chatterton regarding the movement and resettlement of PCs in which he mentioned that the police pay budget may be devolved to OCUs on 1st July. She was concerned that identification and movement of officers would not be completed by then and this could impact on finance. Of most concern was the impact the uncertainty is having on officers. She reiterated the need to make sure movement is equally distributed so that no district is unfairly disadvantaged. Nothing further has been published but as soon as she has any more news, C/Supt Manners will pass this on.

28 **BUSINESS CONTINUITY**

No discussion in absence of Chris Allen.

29 **CRIME/CID ISSUES**

- 29.1 **Misper Procedure.** New procedure commences Monday 15 June. 6 of the 8 TPT Inspectors have been advised and they are in favour of the more structured approach.
- 29.2 **CID Establishment.** Full establishment DC wise. Still recruiting 2 PSIs for PCT. One has come over from Portsmouth.
- 29.3 **PCT.** PCT detections are low on J District. DC Paul Masters will be going over for a month commencing end of June to review historical burglaries. The PCT DS at J has not been successful in his board for Crime Scene Manager.
- 29.4 **DI Cover.** DIs have been rostered to work bank holidays so cover will be in place for the end of the year.
- 29.5 **Hambrook Trial.** Is still running. Little press interest.
- 29.6 **SOITS.** DI Tara Williams is to be SOIT Co-ordinator for the Force, taking the concept of permanent SOITs and developing this for night cover across the Force. PCs and DCs not on shift can be trained as SOITS. In Central OCU everyone who goes to PPIU is trained if possible as a SOIT to add more resilience but it requires 22-24 SOITs to provide the right amount of cover. The SOIT remains on their site and the victim has to be taken to the SOIT. The main problem is late nights and those that come in the morning so how the process works will be studied in more detail and kept under review.
- 29.7 C/Supt Manners discussed benefits resulting from the Crystal Project and reported that in Portsmouth when a sexual offence is reported the first person the victim speaks to is a SOIT which reduces the number of times the victim has to give an account, a process which should be emulated across the force. This dovetails into PPIU and victim focus and how this process is put into place. She did not

envisage that it would be easy and that it would eventually require a paper to ACPO around the benefits.

- 29.8 She mentioned also the importance of taking the SOIT function away from the front line. SOITS in PPIU are also fully trained in forensic medical aspects, which mean that crime scene officers do not need to attend medicals. Because of front line commitments, SOITS find it difficult to maintain and utilise those skills and are under pressure when abstracted from the front line. PPIU may ultimately have to be enhanced.
- 29.9 **Catch and Convict.** C&C officers for J District have been advertised. One or two emails of interest have been received one of which comes highly recommended by current supervisor. Looking promising and will make a difference to some of the activities.

30 **COMMUNICATIONS**

- 30.1 Sally Adams reported that she had received the central Comms plan for the summer in relation to ASB but as this was incomplete, the OCU Media team had decided to make their own media opportunities. She had spoken to Vicky Corbett regarding location of the ASB hot spots and would make contact with PS Chris Rogers. C/Supt Manners said that the strategic assessment was in progress and much of this information may already be available. She pointed out that this would be very important for briefings during the summer.
- 30.2 Sally also raised concerns of support staff who were beginning to worry about the kind of ASB roles they would be asked to perform. C/Supt Manners said that people would not be taken out of critical posts. She said it was a District and Partnership priority. A lot of work was already in progress and the OCU was looking at what could be done to add value to that work.
- 30.3 C/Insp Schofield asked whether he was responsible for incorporating in his plan the numbers of "lodgers" sharing the premises on J District.

Action: C/Insp Schofield to clarify expectations with Supt David Hardcastle.

Action: Sandra Ruddock to arrange ASB Meeting

- 30.4 C/Supt Manners advised that, from her meeting with the Chief Constable, it was his intention that local common sense should always be applied, e.g. it was not his intention that a police officer should visit every victim of crime but a visit should be made to every victim of crime who wants one. He would be content as long as activities do not go "off message". It was not his intention that officers or staff should be taken away from the front line.

31 **SILVER GROUP UPDATES**

31.1 Providing an Excellent Service (incl Citizen Focus).

31.1.1 Discussion had taken place at Strategic Providing an Excellent Service Group regarding provision of TV screens in front offices. There was no central funding for this and it would be an OCU decision. A five minute DVD is available signed off by the Chief Constable based on a day in the life of Hampshire Police. There are already TV screens on J District. C/Supt Manners said if the Group considered this to be the way forward for the OCU, she would be happy to discuss it further.

31.1.2 Discussion took place regarding Gosport's direct phone line but this is not being taken up as there are some reservations about contact. Evaluation will continue.

31.1.3 The Uniform Team are continuing with the corporate message booklet which will contain phrases pertinent to corporate messages, aspirations and philosophies. This is expected to be a uniform booklet.

31.1.4 There has been no progress on texting victims as the costs will be prohibitive. A text service is being developed.

31.1.5 The HMIC visit was positive.

31.1.6 C/Insp Patterson will take relevant issues back to his own Silver Group for discussion and update to SMT.

31.1.7 Awards Group. The OCU Awards Ceremony has been cancelled for the time being as there were only 28 returns across the whole OCU. It is now planned to get the Comms message right and to send ballot papers out with payslips. Line managers are asked to encourage people to vote. This will be re-launched with a view to the Awards Ceremony taking place in November 2009.

31.2 Catching Criminals and Managing Offenders

31.2.1 New forensic hits procedures were started on 1st June. There is no news as yet on progress.

31.2.2 Section 18-32 Search powers. House searches are being encouraged while person is in custody and this is now going out with local training.

31.2.3 Briefing Model. Inspector Sally Terry will be developing this and will consult with other Districts across the OCU.

31.2.4 PPO Management. DCI Shand is reviewing this himself with a view to identifying what model suits the OCU best.

31.2.5 A Violent Crime Group is set up. The terms of reference have been rewritten and some other people have been invited to take part.

31.3 An Active Presence in Every Neighbourhood. No update

31.4 Protecting Our Communities. No update.

31.5 Equipping our Teams to Deliver. C/Insp Farrell reported that following the morning's Personnel Planning meeting her group was looking at the specialist post process to make sure that this is right.

32 ANY OTHER BUSINESS

32.1 C/Insp Paul Barton is moving to Portsmouth to take up the role of Head of CID on 29th June.

32.2 Vehicle Review. C/Insp Barton had circulated a message regarding the vehicle review and has produced a spreadsheet detailing vehicles, locations, etc., which C/Supt Manners felt would be very useful as a starter. Paul would have liked to have spent more time in consultation with Chief Inspectors, CID, etc., but time had not allowed this. Further discussion is to take place taking into account PPIU realistic assessment of need, the numbers of Grade 1 and 2 calls, the need for Gosport prisoners to be brought to Fareham and other relevant issues.

Action: C/Insp Barton to attend Chief Inspectors meeting on 23rd June at 2pm.

32.3 Protocol for PIIT Teams. Insp Pragnell has re-circulated protocol. C/Supt Manners asked for those who had not done so to read it and feed back to Insp Pragnell bearing in mind that the next Custody meeting was Friday 12 June.

Action: All to provide feedback urgently to Insp Pragnell on Protocol for PIIT Teams

33 DATE OF NEXT MEETING

Thursday 9 July 2009 at 09.45 am