



Agenda Item No 16

CUMBRIA POLICE AUTHORITY

POLICING PLAN AND PERFORMANCE COMMITTEE

Minutes of a Meeting of the Policing Plan and Performance Committee held on Monday 30 November 2009 in Conference Room 1, Police Headquarters, Carleton Hall, Penrith commencing at 10.35am.

PRESENT

Mrs C Egan (Chair)

Ms E Barraclough
Mr R Cole
Mr P Everingham
Ms B Furneaux

Mrs L Shaw
Mr P Thornton
Mr J Woolley

Also present:

Assistant Chief Constable (Mr J Graham)
Assistant Chief Constable (Mrs M Skeer)
Acting Director of Strategic Development (Ms J Sauntson)
Head of Finance (Mr R Marshall)
Detective Superintendent (Mr A Slattery) (Agenda Item No 7 only)
Deputy Chief Executive (Mr S Edwards)
Policy & Performance Officer (Ms N Brooker)
Committee Services Officer (Mrs J Head)

PART 1 – ITEMS CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

The Chair advised that she would be hearing agenda item number 7, Domestic Abuse report, after the minutes to allow Detective Superintendent Slattery to leave the meeting.

34. APOLOGIES FOR ABSENCE

There were no apologies for absence received as all members present

35. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC

There were no items of urgent business or agenda items from which the press and public were to be excluded.

36. DISCLOSURE OF PERSONAL INTERESTS

There were no disclosures of any personal interest relating to any item on the Agenda.



37. MINUTES

The Minutes of the meeting of the Committee held on 30 November 2009 had been circulated with the agenda for the meeting.

With regard to Minute Number 30 a member asked whether or not the Constabulary were now receiving the required data on the percentage of people on probation who were re-offending. The Acting Director of Strategic Development advised that they were and confirmed this would be presented to the Committee within the quarterly performance data if there had been a significant increase in reoffending.

Assistant Chief Constable Skeer advised that to date a meeting had not been arranged for the Community Contest Board, which will discuss counter-terrorism initiatives. Any issues resulting from this meeting would be presented to the Authority's Protective Services Panel.

In relation to the Mystery Shopping Initiative, the Chair advised the meeting that an update would be provided following the agenda item on Domestic Abuse.

RESOLVED, that, the Minutes of the Policing Plan and Performance Committee meeting held on 30 October 2009 be confirmed as a correct record and signed by the Chair.

38. DOMESTIC ABUSE REPORT

Detective Superintendent Slattery presented a report which informed members of the Constabulary's domestic abuse strategy and performance. The Constabulary had a consolidated structure with one Public Protection Unit at Police Headquarters and one in each of the three BCUs (Basic Command Units). He advised that a partnership approach was taken with Domestic Abuse utilising MARAC (Multi-Agency Risk Assessment Conferences).

Repeat offending had reduced from 30% to 20% although the number of reported first time offences had increased. A member asked whether the figures detailed within the report could identify the number of incidents and people involved. They were advised that work was currently ongoing to identify these issues.

A member asked whether medical services assisted the Constabulary by reporting any Domestic Abuse incidents which they treated. Detective Superintendent Slattery informed members that work was being developed to receive this information from Doctors and Accident and Emergency Departments. They were aware that many incidents were not reported directly to the Constabulary and a joint policy was being written in relation to this.

Members were keen to know what procedure was followed when a child was involved in a Domestic Abuse incident. They were informed that a risk assessment would be undertaken by officers attending the scene and where a child was involved this would be reported to Social Services. High risk cases were dealt with in partnership via the MARACs. A member asked what measures the



Constabulary had in place to ensure that cases were followed up by partners. Detective Superintendent Slattery told members that an auditable process was available on the Constabulary's IT system, SLEUTH, which supervisors based in the Public Protection Units could access to ensure cases were progressed. The Home Office and ACPO (Association of Chief Police Officers) had developed an in-depth risk assessment tool, DASH (Domestic Abuse Stalking and Harassment), which gathered greater information about the offender, victim and any children who may be at risk from Domestic Abuse. The tool provided a more sophisticated assessment of the needs of the victim and threat posed by the offender. All operational officers and vital police staff would receive training on DASH and SLEUTH system which would go live in all areas on 1 March 2010.

(Note: Mr J Woolley left the meeting at this point to attend another meeting)

Members were concerned about resourcing issues which may affect partners and ultimately the service which the Constabulary could provide. Assistant Chief Constable Skeer advised that the Constabulary were in discussions with the Health Service and County Council regarding funding for the MARAC. The Constabulary had pledged one third of the monies required to ensure that the facility was maintained within Cumbria.

RESOLVED, that the report be noted.

(Note: Detective Superintendent Slattery left the meeting at this point)

39. MYSTERY SHOPPING INITIATIVE

The Acting Director presented members with the initial findings of the Mystery Shopping Initiative which had taken place during December 2009 and January 2010. The following areas had been covered by the mystery shopping to ensure Constabulary compliance with the Policing Pledge:-

- Police Stations against pledges one and two;
- Public/Community meetings against pledge seven;
- Neighbourhood Policing Teams via email and letters regarding pledge two and four; and
- Neighbourhood Policing Teams via email and letters regarding pledge ten.

Following the initiative it had been established that significant improvement had been made from the previous inspection following the implementation of the improvement plan.

In relation to signage of Police Stations, members were of the opinion that it was the Councils responsibility to erect signs to assist members of the public to find police stations and asked whether or not the Constabulary had requested the local council to such erect signs. The Acting Director agreed to ascertain whether or not this had been done, find out which was the case and that the findings should be presented to the Estates Working group.



Immediate feedback had been provided to the BCU Commanders following the mystery shopping initiative in their area. The Constabulary were in the short term concentrating on areas to assist them in the forthcoming inspection. Longer term areas for development would be progressed thereafter.

A member suggested that each NPT (Neighbourhood Policing Team) have a check-list to ensure that they were complying with the Policing Pledge and the Policing Plan. It was noted that custody suites had such checks for systems and processes they must comply with and it was agreed that this would be valuable for NPTs to undertake. The Acting Director informed the members that all NPT Inspectors and SMTs have access to the checklist that is being used.

RESOLVED, that, the

- (i) report be noted;
- (ii) Acting Director of Strategic Development report to the Estates Working Group whether or not local councils have been requested to erect public signs for police stations.

40. POLICE OBJECTIVE ANALYSIS UPDATE

The Head of Financial Services provided a verbal update in relation to the Police Objective Analysis which the Constabulary were currently testing. The tool would allow the Constabulary to analyse data and compare it against other forces. There were inconsistencies within the system, as on an individual basis Cumbria appeared an expensive force for areas of policing, however overall it was not as expensive as many other similar forces. These inconsistencies were being looked at.

There were three denominations which could be utilised to look at expenditure:-

- £'s spent by the Constabulary
- £'s spent per 1,000 population
- £'s spent per employee.

It was envisaged that the tool would be used to ascertain total expenditure which would illustrate how much money was spent on the various areas of the service. This information could be downloaded onto spreadsheets and be used to assist in the budget process and to ascertain actual spending at the end of the financial year. Linking the amount of monetary resource put into policing against performance data would also be accessible, although there would be a need to benchmark performances. The tool would be able to identify efficiencies and analyse resources against performance.

Members asked that further work be undertaken to develop the Police Objective Analysis tool to assist not only the Constabulary, but also the Authority, as a management tool in realising its spending capacity. The Head of Financial Services agreed to bring a demonstration of the currently capabilities of the Police Objective Analysis to the May meeting of the committee.



- RESOLVED,** that,
- (i) the report be noted; and
 - (ii) a demonstration of the Police Objective Analysis tool be presented to the May meeting of the Committee.

(NOTE: The Committee adjourned for a break from 11.45 pm to 11.55 pm, when the same Members and Officers were present.)

41. POLICING PLAN – FINAL DRAFT

The Acting Director of Strategic Development presented a final draft for approval of the Policing Plan. Two members and the Authority's Policing Plan and Performance Officer had met with the Acting Director in December to ensure the draft plan reflected the strategic direction which the Authority wished the Constabulary to take. The plan outlined what the Constabulary aimed to achieve during the next three years and would be the tool by which the Police Authority would hold the Constabulary to account for its performance.

Members also considered proposals for how they would monitor the Constabulary's performance in delivering the plan. The current targets and measures framework was time consuming and bureaucratic to collect, manage and report upon. It was proposed that the targets against which the Constabulary should be assessed would be for improving confidence in the police, increasing efficiency, making savings and diversity in the workforce. As sickness was an issue it was agreed that a target would be set for the Constabulary to achieve. All other areas of performance would be reported as measures. These measures would be identified by the Target and Measures Group. The Policy and Performance Officer was a member of this group and would represent the views of the Police Authority. A member asked that Road Safety figures be included in the agreed measures.

It was proposed that the committee would receive an annual report on the Statutory Performance Indicators at the end of the financial year. Members were concerned that the Authority might not be aware of any emerging issues if the data was not presented more frequently than annually. The Acting Director advised that where an area of performance was in exception, these would be reported to the Policing Plan and Performance Committee on a quarterly basis. This would also include national indicators that were part of the Local Area Agreement (LAA) which were in exception.

Members stated it was important for the Authority to measure the Constabulary against areas of public concern such as the solving of burglary and other crimes, in order to improve public confidence in policing.

(Note: Assistant Chief Constable Graham left the meeting at this point)

The members agreed that the Chairman's foreword of the Policing Plan would be rewritten to promote the work carried out by the Police Authority, as the one presented was from the previous Policing Plan.



On page 4 of the proposed plan members asked that the text in relation to the targets for the Constabulary be re-worded to enable members of the public to understand it. They appreciated that some of the wording was from the national target setting wording, but felt that a simpler use of words would make it easier to read and understand.

On page 5 members asked that an alternative word to 'vibrant' be used when describing the Constabulary as they felt it may cause confusion as to what was actually meant.

Appendix 3 detailed how the Constabulary proposed to meet public and staff expectations. For clarification Members asked that in addition to the sentence, "*We have responded to public priorities when we have developed our priorities*" the words "*.... of which these are*" be inserted provide clarity. They also felt that the public priorities should be split into the categories against which the Constabulary would be measured. That is speeding and burglary would come under Crime, whereas criminal damage and youth disorder would come under Anti-Social Behaviour.

Even though members of the public had raised rubbish/litter as a priority it was the responsibility of the local council and not the Constabulary to deal with this. Members questioned whether or not this should be included in the Policing Plan and another priority be listed which could be delivered by the Constabulary.

Within Appendix 4 in relation to how the plan linked with the National Intelligence Model (NIM), members felt that the table did not say how the Constabulary would address the priority. The Acting Director advised that this information was contained within the body Policing Plan. Members asked that a link be made to this action, and any similar ones, to the relevant section within the Policing Plan to provide clarity.

Appendix 7 detailed what collaboration was being undertaken by the Constabulary and Police Authority. In response to a question from a member the Acting Director confirmed that all the collaboration listed was still live and ongoing. It was noted that the Authority's Governance Committee was in receipt of 6 monthly reports which detailed the benefits of collaboration.

Appendix B detailed the comments received from partner organisations such as the Crime and Disorder Reduction Partnerships (CDRP), Probation Service, Civil Nuclear Constabulary and Cumbria Fire and Rescue on the proposed policing activities by the Constabulary for 2010 to 2013.

Having read these comments members were keen for inclusion within the Plan specific reference to alcohol related crime as West Cumbria has some of the highest incidence of alcohol-related admissions to hospital in the country. The Acting Director advised that this area of policing would be included in the Constabulary's Anti-Social Behaviour Strategy and reference would be made within the Policing Plan.



Following a comment made by Government Office North West, Members welcomed the move to include an explanation of neighbourhood policing illustrating how different local priorities were being addressed. The work carried out with partners such as CDRPs would be provided in more detail demonstrating how the Constabulary contributed to partner priorities.

Members felt that the statement that 'youth violence is not an issue in the county' could be misinterpreted, as there is some level of violence committed by and against young people in the county, although the county does not have the issues of knife and gun crime experienced elsewhere. It was noted that 'serious' youth violence would not be included within the Policing Plan for this reason, however it was agreed that tackling youth violence would be included within the Constabulary's Young People's Strategy.

In relation to Domestic Violence, Members wanted to see the Constabulary driving down repeat offending but encouraging first time reporting. It was agreed this would be included within the Policing Plan.

The Police Authority had previously been advised of the potential funding issues with the Scafell Project. A bid for financial assistance was to be presented to the Safer and Stronger Communities Thematic Partnership to enable the project to continue. Members confirmed their support for this project and would endeavour to ensure it continued. Once funding was resolved an appropriate comment would be included within the Policing Plan of the Authority and Constabulary's commitment.

After considering the comments submitted on behalf of West Cumbria Strategic Partnership, members were re-assured that Neighbourhood Policing Teams through their engagement plans would be focusing on community cohesion and responses to extremism. Work was being carried out with partner agencies under the preventing violent extremism agenda.

Other comments and suggestions made by partner agencies were considered and the recommended action detailed within the appendix were agreed upon.

(NOTE: Mr P Thornton left the meeting at this point)

The Head of Financial Services provided members with a copy of the proposed value for money statement which would be included within the Policing Plan. The statement detailed the Constabulary's planned efficiency and productivity savings for the period 2010 – 13.

A member asked what timescale was in place for the Sustainability and Excellence programme. The Head of Financial Services advised that the savings from this programme had not been incorporated into the plan yet, however all the efficiencies and savings must be realised by 2011/12. Member wanted to know what penalties would be imposed if the Constabulary and Authority failed to meet these targets and what would be done to ensure that they were. The Acting Director advised that the Chief Officer Group (COG) would be meeting in two weeks' time to agree a programme to enable the Constabulary to meet the



efficiency savings required. In response to a question from a member, the Policy and Performance Officer advised that the Authority's Treasurer was aware of the figures contained within the proposed value for money statement as he was actively involved in the whole budget setting process and that he was keen to focus on achieving budget savings in the future. Members agreed that the Authority would need to review the efficiency targets for the coming year in the light of the changed financial circumstances. It was agreed that the Treasurer and the Policy and Performance Officer would further develop this area of work.

In response to a question from a member the Head of Financial Services advised that overtime was actively managed within the Constabulary as it formed a volatile part of the budget. In relation to sickness, if the Constabulary were actively driving down sickness figures by setting a target, then this may have a knock-on effect to the overtime budget and thus savings. The Acting Director advised that reducing sickness would result in a non-cashable efficiency

A member asked whether or not the figures stated were cumulative over the three year period. Members suggested that within the commentary on business areas that a statement be added to say that this area of work was being actively managed.

RESOLVED, that,

- (i) the report be noted;
- (ii) the above amendments and additions be included within the 2010-13 Policing Plan;
- (iii) the Authority's Treasurer and Policy and Performance Officer develop the efficiency targets.

(Note: Ms J Sauntson and Mr R Marshall left the meeting at this point)

42. COMMITTEE SCRUTINY OF POLICING PLAN PRIORITIES AND THE POLICING PLEDGE

The Policy and Performance Officer presented a report detailing priority areas for scrutiny by the committee of the Constabulary's performance against the agreed Policing Plan. Following a review of all the Authority's committee responsibilities any identified gaps which were not being monitored have now been allocated to specific committees or working groups. Highlighted were the responsibilities assigned to the Policing Plan and Performance Committee.

Members discussed whether or not activities to tackle domestic abuse and sexual assaults would be best monitored as part of the wider monitoring of the Protective Services Panel or in a public committee. They agreed that, as many areas of this type of work were carried out by the Constabulary in partnership with other agencies, they would want to see a public committee dealing with the scrutiny of these issues.

RESOLVED, that the report be noted.

The Meeting ended at 1.40 pm