

## Cumbria Police Authority

Police Authority Meeting  
19<sup>th</sup> January 2010  
Agenda Item No. 10b  
Part I

Report By the Chief Constable.

### **Policing Pledge Update**

#### **BACKGROUND:**

Following the HMIC Policing Pledge Inspection results in October, the Constabulary initiated a series of activities coordinated by Assistant Chief Constable Jerry Graham to address issues identified by HMIC. This report provides an update on these activities and the HMIC re-inspection due to take place between the 2<sup>nd</sup> and 4<sup>th</sup> February 2010.

#### **RECOMMENDATION (s):**

1. Members to note the report and associated action plan.

#### **DETAIL:**

Following the disappointing HMIC inspection results, the Policing Pledge Improvement Group was set up, chaired by ACC Jerry Graham and attended by a Cumbria Police Authority representative, to address the issues identified by HMIC. A detailed action plan (appendix 1) was developed based on the areas for improvement identified by HMIC and the group has met fortnightly since October to drive activity and monitor progress. To ensure compliance and a consistent level of service delivery a series of 'reality checking' activities are being undertaken which include internal mystery shopping inspections, a peer review conducted by Lancashire Constabulary and inspections by members of the Chief Officer Team.

The HMIC follow up inspection is due to take place between 2<sup>nd</sup> and 4<sup>th</sup> February 2010, with pre-inspection reality testing taking place throughout January. The main focus will be on re-assessing the areas of the pledge where Cumbria got a 'poor' rating. These areas are:

- Specific Grading Criteria no 3 - Action being taken to Address Deficiencies. We will need to demonstrate that:

- we have identified where there are current deficiencies in complying with the Pledge
- robust action is being taken to address those deficiencies supported by an effective action plan
- there is robust governance in place monitoring progress
  
- Policing Pledge Point 7 - Agree regular public meetings to agree your priorities at least one a month, giving you a chance to meet your local team with other members of your community - e.g. surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
  
- Policing Pledge Point 10 - Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

The main areas that HMIC will be assessing are:

- policing pledge content, accessibility on our website and for the opening times of stations and advertised meetings to be accurate and up to date
- our process for setting SMART local priorities
- that our stations are open at the stated opening times
- that our advertised meetings are set up to meet local needs, are well managed, the relevance of the contents and how we find out what matters most to people.
- our inputs, partnership inputs, the role that the public play in the meetings, how informed they are and how often and what happens after the meeting - how we communicate/publicise what was agreed and what we intend to do about it.
- that it is clear which meeting is the Safer Stronger communities meeting (for agreeing local priorities).
- where we have an agenda slot or attend other meetings in the neighbourhood to engage with people - e.g. parish/town council meetings this should clearly be stated on the website.

- what we have done to address customer dissatisfaction, looking for a corporate definition and approach with a centralised system for capturing it that everyone in the Constabulary knows about.

**Craig Mackey**  
**Chief Constable**

**11 January 2008**

**Background papers (Section 100(d) of the Local Government (Access to Information Act) 1985 refs):** *Delivering the Policing Pledge (HMIC, October 2009)*

**Human Rights Implications:**

None identified

**Race Equality / Diversity Implications:**

These are met by Equality Impact Assessments on specific actions where relevant.

**Risk Management Implications:**

Failure to implement action plan will lead to no improvement on re-inspection.

## Cumbria Constabulary Policing Pledge Improvement Plan – Summary Updated 04/01/10

<b>LEADERSHIP- MANAGEMENT – COMPLIANCE - EVIDENCING</b>					
TO1	All Commanders and Department Heads to ensure that development of and compliance with the Policing Pledge is routinely monitored within their area of responsibility, and that this is clearly auditable and referenced in management meetings.	BCU, UOS & CID Commanders Department Heads	Closed 9/12		<p>Standing item on CID SMT, progress still to be made on filtering down to other meetings.</p> <p>Agendas for Public Protection and FMIT team meetings provided as evidence. <b>9/12 - Action Closed – will be checked as part of reality testing</b></p>
TO2	All Commanders, Department Heads and Confidence Work Stream Leads to ensure that evidence of activity in relation to the Policing Pledge is forwarded to and collated by Strategic Development in preparation for the Policing Pledge re-inspection.	BCU, UOS & CID Commanders Department Heads, Confidence Work Stream Leads and Head of Strategic Development	Ongoing	Update 15/1	<p>Evidence provided to Julie Johnston in relation to ongoing improvement activity on Pledge Points from Public Protection Units.</p> <p>Evidence Matrix circulated by Julie Johnstone with cut off dates for completion.</p> <p>9/12 - ACC Graham to contact HQ Directorates to offer guidance and support in providing evidence (covered by email from Julie Johnstone 10/12)</p> <p>10/12 – Julie Johnstone circulated detailed guidance on evidence required after meeting with HMIC Inspectors.</p> <p>04/01- Julie Johnstone advised that a good amount of evidence has been received from the majority, with just a couple of pieces outstanding. Any further evidence to be supplied to Julie by 12/1.</p>
TO3	All BCUs and operational departments to develop a leadership plan which clearly documents expectations in respect of visible leadership by SMTs and how this will be recorded.	BCU, UOS & CID Commanders Department Heads	Closed 9/12		<p>BCUs recording activity through SMT agenda and minutes. Plans in place to look at improving supervision at Inspector and Sergeant level.</p> <p>CID to implement leadership plan at SMT and measure effectiveness through monitoring of Outlook meeting calendars to ensure all Areas</p>

					and departments receive regular visible leadership  Compliance testing planned through Mystery Shopping. <b>9/12- Action Closed – will be checked as part of reality testing</b>
1b) 3	Station closures/opening times to be monitored at daily tasking meetings to ensure compliance.	BCU Commanders	Closed 9/12		Opening times/closures will be checked as part of planned compliance testing. BCU Practitioners to discuss festive period opening times outside the meeting. Importance of being open when advertised emphasised.  <b>9/12 – New website is up and running. All to check accuracy of opening times for website.</b>  <b>Action Closed – will be checked as part of reality testing</b>
2a) 2	Details of advertised local meetings and who is attending to feature at daily tasking. Message that attendance at meetings is compulsory to be reinforced by SMT.	BCU Commanders	Closed 9/12		Now forms part of daily management. Calendar of meetings is viewed before daily management meetings. <b>9/12 - Action Closed – will be checked as part of reality testing</b>
2b) 2	'Mystery Shopping' to be undertaken to check information on Pledge displayed in police stations and direct feedback to be given to BCU Commanders	Jane Sauntson	Ongoing	Update 15/1	A rolling programme of Mystery Shopping is due to start at the end of next week.  9/12 – Strategic Development/Partnerships have developed a self inspection template which will be circulated to NPTs for completion. Mystery Shopping schedule in place and due to commence. Immediate feedback to be given in whatever format appropriate to SMTs through Performance Officers. Thematic reports to follow once collation and analysis complete.  4/1 – an update on mystery shopping results was given; a full report will be available for 15 <sup>th</sup> January. In addition Lancashire Constabulary will be conducting a peer review, and members of COG will also be carrying out checks during visits around the county.

					Update 11/1 – Police Authority members scheduled to carry out ‘mystery shopping’ visits.
3b) 2	Mechanism to be formulated for inspectors to meet and share good practice (to include FIM and Comms reps)	Jerry Graham		Update February	To be addressed once Confidence Structures Review complete. Structures Board 16/12 – recommendations to COG on 21/12. Update to next meeting  4/1 – To be addressed once new NPT structure agreed and in place.
3e) 3	Gordon Rutherford to produce key message around status updates being provided by officers to comms centre. BCUS to disseminate message. Commanders and head of departments to ensure compliance around status updates.	Gordon Rutherford / Commanders and department heads	Ongoing	Update 15/1	9/12 -Message has been sent out – update to next meeting regarding whether any improvement has been seen in status updates.  4/1 – Gordon Rutherford advised some improvement has been seen but there are still issues with lack of status updates. Further messages will be sent out in Staff Matters, and BCU Commanders to reinforce the importance of status updates. ACC Graham to task Federation with sending out a communication to officers.
6b) 1	Dip sampling currently being undertaken in comms centre to check accuracy of gradings.	Gordon Rutherford	Complete		Evidence of improvement sent to Strategic Development – Dip sampling to continue quarterly
6c) 1	Strategic Development to reintroduce the action to ‘Embed community engagement, priority identification and response processes’ within the Strategic Work Programme.	Jane Sauntson	Closed 9/12		Strategic Work Programme going to SMF on 19/11.  9/12- Action Complete

## INTERNAL COMMUNICATIONS - AWARENESS - TRAINING

TO4	<p>A standardised Policing Pledge awareness package to be developed, and all operational officers and staff to receive a Policing Pledge briefing by their supervisor.</p> <p>Gill Shearer to prepare Policing Pledge Video , articles for Staff Matters and Laminate Cards for staff</p>	<p>Peter Train BCU, UOS &amp; CID Commanders Department Heads</p> <p>Gill Shearer</p>	<p>Ongoing</p> <p>Complete</p>	<p>Update 15/1</p>	<p>Peter Train to bring plans to next meeting for approval. Content to reflect the message being given by Chief Officers at Road Shows currently taking place. Training to then be cascaded to all staff through AMTs</p> <p>9/12 - Training package underway – first draft of materials been looked at between meetings. Some changes to be made to initial plans. Update at next meeting.</p> <p>4/1 – A printed Policing Pledge Self Assessment Work book has been produced. The workbook to be circulated to commanders and department heads to cascade to management teams. All staff and officers to complete the work book, with the priority being BCUs and Comms Centre staff. <b>Note:</b> The work book and email message from Jerry Graham was circulated after the meeting. Feedback from commanders and department heads to be provided to the next meeting.</p> <p>Chief Constable's Vision &amp; Confidence video message circulated on 2/11/09. Commanders and Heads of Department to ensure it has been watched by all staff. Article has gone out in Staff Matters; another is planned for two weeks time.</p> <p>Laminate card due to be distributed at the end of this week along with Vision posters. SPOC for distribution has been identified in each BCU and Marketing &amp; Comms will be responsible for distribution at HQ.</p>
3c) 1	<p>1) Strategic Development to carry out checks that NIM is being used to inform deployment, and that this is also understood by staff.</p>	<p>Jane Sauntson</p>	<p>Complete – action now transferred to BCUs</p>		<p>Email survey on how officers are briefed and knowledge/understanding of NIM has been carried out by Strategic Development. Results circulated to the group. Very low response rate, lack of NIM</p>

			(see action 2)		knowledge evident. New action to BCUS.
3c) 2	Performance Managers to develop process to ensure officers are correctly briefed and have awareness of priorities, with reference to area intelligence units.	BCU Commanders	Ongoing	Update 15/1	<p>Reports of some gaps in briefing. West SMT looking at core issues in BCU, &amp; building reality checking into performance reviews. Also considering options such as teleconferencing and video conferencing for future to address problems with remote supervision. Use of Sleuth emphasised as a self-briefing tool. Use of audit facility in Sleuth for use by supervisors discussed. Steve Johnson will arrange authority for nominated individuals in BCUs.</p> <p>4/1 – requests have been made to Steve Johnson for authority for named individuals to use the audit facility on Sleuth. Ken Jewell to progress this.</p>
5a) 2	In relation to grading, comms centre staff have received briefings.	Gordon Rutherford	Complete		Lesson plan has been sent to Strategic Development as evidence.
5a) 3	A training plan is required to extend training to the wider constabulary. Development of soft skills training is being undertaken as part of the Confidence Agenda work streams.	Sean Robinson / Peter Train	Ongoing	Update 15/1	<p>DVD using case studies is being produced. Training plan to accompany it will be produced by Peter Train. Training will 'piggy back' on NPT Intelligence training sessions scheduled for January to June 2010. Opportunities for delivery to other groups also being worked on, such as tying in with officer safety training and induction days. To ensure continuity and future-proofing, all sergeants and supervisors will receive a copy of the training material and be expected to deliver to all new staff.</p> <p>9/12 – Ongoing, update to next meeting.</p> <p>4/1 – Bulk of package is ready, just waiting for DVD to be produced which should be done by the end of this week. Plans to deliver on the back of NPT ICE training sessions have been put back to February so alternative solutions for rolling out separately asap are being sought.</p>
8c) 1	Evidence to be provided to Strategic Development in	Steve Halliday/Peter	Ongoing	Update 15/1	Peter Train to carry out audit of SARA training,

	<p>relation to SARA training provided to NPT officers, including dates.</p>	<p>Train</p>		<p>and consider and develop options for future training delivery.</p> <p>9/12 – Julie Johnstone confirmed information on existing SARA trained officers has been received.</p> <p>4/1 – Steve Halliday confirmed that requirements for SARA training have been included in restructuring work. There is a need for staff to know who the trained problem solvers are so that they can be referred to. Mike James to speak to Peter Train re including in the workbook.</p>
--	---	--------------	--	--

## EXTERNAL COMMUNICATIONS – PLEDGE INFORMATION – KEEPING PUBLIC INFORMED

1a) 1	Strategic Development and Marketing and Comms to provide the new poster in different languages	Jane Sauntson	Closed 4/1		<p>Six language versions ready for printing on 11/11/09. Budget for Policing Pledge activity to be discussed outside this meeting.</p> <p>9/12 - Agreed the Pledge Poster containing information about different language versions to be the single force poster, to be used in all locations.</p> <p>Feedback on the summary poster was given by Neil Pitman around the lack of numerical information. Agreed to take note of feedback but the existing poster will remain. Narrative/rationale will be provided for decision to use this poster.</p> <p>4/1 – Poster including different languages has now been printed and distributed to all BCUs and Departments to replace all earlier versions. Placing of posters documented through engagement plans, and will be checked during reality checks. <b>Action Closed.</b></p>
1a) 2	BCU Commanders to ensure that posters are being displayed correctly in strategic locations.	BCU Commanders	Closed 9/12		<p>SPOC identified in North Cumbria. Commanders to ensure this is the case in West and South</p> <p>9/12 - Posters now displayed correctly, will be replaced with single multi-language version. Display of posters, including consistency of approach, will be part of compliance testing. <b>Action Complete</b></p>
1b) 1	From 1 <sup>st</sup> December the Constabulary website will have the functionality to be updated daily for publicising police station opening times/closures.	Gill Shearer	Closed 9/12		<p>On track</p> <p>9/12 - New website has been launched. Increased functionality &amp; now more user friendly. <b>Action complete</b></p>

1b) 2	Access to the web update facility will be given to nominees in each BCU to update the website daily with details of closures and changes to opening times.	BCU Commanders	Ongoing	Update 15/1	On track  9/12 – New website launched 1/12. Once new website is fully functional, access and instruction will be given to BCUs. In the meantime, importance of BCUs checking accuracy of information on NPT pages was reiterated.  4/1 – North and West confirmed that nominated staff have access to update the website and are experiencing no problems. There are some problems being experienced in South, which Gill Shearer will pick up with Ken Jewell after the meeting. There is some disparity between NPTs and Ward boundaries which is a historic problem and one which will be addressed as part of the NPT restructuring work.
1b) 4	Consistent, corporate posters to be used to display changes to opening times and closures.	BCU Commanders	Closed 9/12		Cross references to action on DES Action Plan via Patricia Bell. BCU Commanders have action to agree on corporate content for display of opening times. Estates Dept will arrange fixing of signs if required. Action complete.
2a) 1	New website due to be up and running from 1 <sup>st</sup> December. NPT Inspectors to have devolved responsibility for updating the website with information about local community meetings. Also relates to 7b)	BCU Commanders Gill Shearer	Closed 4/1		On track.  9/12 – see 1b)2 above  4/1 – covered in 1b)2 – close action
2b) 1	Each NPT to print off and display newsletters in all police stations open to the public. NPT Inspectors to review content and drive and ensure compliance. Marketing and Comms to amend NPT Bulletin template to include the Policing Pledge. Also relates to 2b)	BCU Commanders	Closed 9/12		Work ongoing in Marketing & Communications Department.  9/12 – new template complete and being used. <b>Action Closed – will be checked as part of reality testing</b>
2b) 1.1	Corporate layout for notice boards to be developed	Performance Managers to action	Closed 9/12		Ken Jewell circulated a mock up example of the corporate layout to be used across the force.  <b>9/12 - Action Closed – will be checked as part of compliance testing</b>

2c) 1	Marketing and Comms and Community Safety teams to progress publicising NPT & Pledge information at community venues.	Gill Shearer & BCU Commanders	Closed 9/12		<p>Pend for update on 9/12</p> <p>9/12 - 6 locations in each NPT identified and information displayed.  <b>Action Closed – will be checked as part of compliance testing</b></p>
2c) 2	Audit of all policing pledge type leaflets in circulation to be conducted before deciding on one corporate one to be used in future	Performance Managers	Closed 4/1		<p>Agreed that information leaflet produced for Victims Code of Compliance to be redesigned, updated and given to all who have contact with the police. A mock up to be brought to next meeting for approval.</p> <p>9/12 - Sample leaflet circulated by Paul Jenner. Agreed information about different languages to be included in Pledge section. To consider inclusion of different language options for Victims Code. Otherwise leaflet approved. <b>Update:</b> Following discussion with Mr Graham it was agreed not to include the different language option as this leaflet will be used by officers when speaking directly with an individual. Any difficulty with language will be identified at that point making the leaflet unsuitable to give to the individual. It could however still be given to an interpreter if appropriate.</p> <p>4/1 – Leaflets on order and should be received this week for circulation. Action Closed.</p>
2d) 1	Marketing and Comms to include Policing Pledge information in the Marketing and Comms Toolkit currently being developed for use by all officers.	Gill Shearer	Closed 9/12		<p>Policing Pledge will be included on the intranet site by 13/11.</p> <p>9/12 – Action complete</p>
7b) 1	New force website is work in progress with phase one due to be up and running on 1 <sup>st</sup> December. Accessibility for the public will be improved.	Gill Shearer	Closed 9/12		<p>On track</p> <p>9/12 - New website has been launched. Increased functionality &amp; now more user friendly.  Action complete</p>

8a) 1 & 2	Marketing and Comms to amend NPT Bulletin template to include the Policing Pledge. NPT Inspectors to review bulletin content	Gill Shearer/BCU Commanders	Closed		
8b) 2	Jerry Graham to meet with Steve Halliday and Mike James to discuss options for publishing court results.	Jerry Graham / Steve Halliday	Ongoing	Update 15/1	<p>Steve Halliday advised there is an option to take advantage of HMCS data for publishing court results – this is something which has been identified as being wanted by the public. Glen Ward advised that HMCS are looking for forces to volunteer to trial. Action raised for ACC and Partnerships to discuss outside meeting</p> <p>9/12 – Work is ongoing. Cumbria is one of the forces who are trialling the new HMCS facility. PSD are currently preparing a matrix for risk assessing the publishing of results. Eventually results will be published on NPT pages</p> <p>4/1 – Risk Matrix is complete. Over the next week to ten days, performance inspectors to identify topical court results based on priorities and send to Steve Halliday &amp; Terry Bathgate to risk assess prior to inclusion in the next NPT newsletters.</p>

## IDENTIFYING COMMUNITY PRIORITIES – SAFER STRONGER COMMUNITIES MODEL

2e) 1	Strategic Development to produce a corporate model/framework for identifying local priorities. Model to be flexible to allow for local nuances.	Jane Sauntson	Closed 9/12		<p>Community Priority Update circulated - including the Cumbria Constabulary Corporate Model 'Steps to A Safer Stronger Community'. NPT Community Engagement plans to be produced by 11/12.</p> <p>Briefing sessions to be held in area, the first will be in West on 26/11.</p> <p>9/12 - BCUS confirmed engagement plans will be ready by 15/12  <b>Action Closed – will be checked as part of compliance testing</b></p>
2e) 2	Toolkit/guidance for NPT officers and staff to be produced by HQ Partnerships and Marketing & Communications (branding & production) to support delivery of Safer Stronger Communities by 24/12	Steve Halliday/Gill Shearer	Closed 4/1		<p>9/12 - On track for completion by 24/12 – completed &amp; will now be sent out for comment from NPTs and Marketing and Communications dept. before circulation.</p> <p>4/1 – NPT Toolkit now complete. Can currently be accessed via Marketing and Communications intranet site. Gill Shearer to highlight how to access. <b>Action Closed</b></p>
2e) 3	Guidance on how to develop and write a community engagement plan to be produced for NPT Inspectors by 25/11 (part of larger toolkit to support Safer Stronger Communities in 2e)2)	Steve Halliday/Gill Shearer	Closed 9/12		<p>Complete – guidance has been circulated to BCUS  <b>Action Closed – will be checked as part of compliance testing</b></p>
2e) 4	4) NPT Inspectors to produce initial Engagement Plan and provide to Strategic Development by the 15/12	BCU Commanders	Closed 4/1		<p>9/12 – on track for completion by 15/12</p> <p>4/1 – All Engagement Plans complete and received by Strategic Development. <b>Action Closed.</b></p>
6b) 2	More detailed local priorities to be developed for CMS to ensure they are SMART.	Steve Halliday	Ongoing	Update 4/1	<p>Steve Halliday confirmed that the situation is improving. Links in with Community Priority Update and Safer Stronger Communities model.</p> <p>9/12 - Ongoing – still some issues but these will be</p>

					addressed by the SSC model and toolkit. Update next meeting  4/1 – On target, most NPTs priorities have been QA'd with only a few needing attention. Polis updates were discussed as there is some issue with timeliness. Jane Sauntson to liaise with IT department. <b>Update:</b> community priority requests to be sent to the Polis Updates email address to ensure they are actioned, rather than to an individual.
6d) 1	Explanation re recommendation in 2.7 of 'Citizen Focus: Policing Pledge – The conflict between NIM and Community Priorities. Strategic Development to clarify.	Jane Sauntson	Complete		Issue clarified. Agreed action complete, no further response required.
7a) 1	Develop corporate approach to community forums. Links in with action under AFI 2e	Jane Sauntson	Closed 4/1		Covered by Safer Stronger Communities model.  9/12 - Update at next meeting – once NPT engagement plans are in place. Will be checked as part of compliance testing  4/1 – Action closed
7c) 1	Develop SMART local priorities. See AFI 2e and AF1 6b	Jane Sauntson /Steve Halliday	Closed 4/1		Covered by Safer Stronger Communities model.  9/12 – see 6b)2  4/1 – Action Closed
7d) 1	Develop corporate approach to Public Meetings - Marketing and Comms to pick up and include in the Marketing and Comms Toolkit currently being developed for use by all officers.	Gill Shearer	Closed 4/1		Covered by Safer Stronger Communities Model  9/12- will be covered by SSC Toolkit & Engagement Plans  4/1 – Action closed
7d) 2	Review of community meetings and reasons for poor attendance to be carried out through the NHP/Policing Pledge work stream.	Steve Halliday	Closed 4/1		Covered by Safer Stronger Communities and associated toolkit  9/12 – will be covered by the SSC toolkit and Engagement Plans 4/1 – Action closed

8b) 1	To be reviewed as part of the NHP/Policing Pledge work stream. Develop a standard agenda for meetings to include the Pledge.	Steve Halliday	Closed 4/1		<p>Mike James updated that there is now a template agenda available which will be in the SSC toolkit. Mike James will circulate prior to toolkit so AMTs can start to use it immediately.</p> <p>9/12 – will be covered by the SSC toolkit and Engagement Plans</p> <p>4/1 – Agenda template is being used. Action Closed</p>
-------	--	----------------	------------	--	---

## STRUCTURES REVIEW – VISIBILITY – ABSTRACTION – RESPONSE COMMUNITY BALANCE

3a) 1	Abstraction falls under the remit of the structures review work being undertaken by Gary Slater. (see action under AFI 5b) Recommendations will be made to the HR department as part of this work.	Gary Slater	Ongoing	24/01/10	<p>Awaiting recommendations from the Structures / Confidence Review at beginning of December.</p> <p>9/12 - Structures Board 16/12 – recommendations to COG on 21/12. Update to next meeting</p> <p>Update 21/12 - At the COG presentation day 21 Dec, the development of a formal Visibility policy was agreed. This will now be progressed via HR Dept and the implementation team at the commencement of the implementation phase in January. Formal handover of action to Implementation team, 24 Jan 2010.</p>
3a) 2	Abstraction data to be included within performance regime	BCU Commanders	Complete		This is now happening
3b) 1	A decision has been made by COG that arrangements for Inspector cover across the force will be reviewed and changed to allow NPT inspectors to spend more time in NPTs. The options are currently being developed and will be available for consultation in November	Jerry Graham Paul Smith	Complete		New rota to be sent out for consultation 16/11.
3d) 1	Co-ordination of community/response resources. This forms part of the review work currently being undertaken by Gary Slater which will resolve these issues.	Gary Slater	Ongoing	24/01/10	<p>On Track - Options are to be formulated for consideration of the Structures Board on 16/12/09</p> <p>9/12 -Structures Board on 27/11 cancelled due to floods. Will now be 16/12, recommendations to COG on 21/12</p> <p>Update 21/12 - Options delivered to COG on 21 Dec and agreed. NPT and VSA options to be formally consulted upon during the planning of the implementation phase. Commencing 24 Jan 2010.</p>
3e) 1	Minimise abstractions from NPTs. This forms part of the review work currently being undertaken by Gary Slater which will resolve these issues.	Gary Slater	Ongoing	24/01/10	<p>Update after Structures Review.</p> <p>9/12 - Structures Board on 27/11 cancelled due to floods. Will now be 16/12, recommendations to COG on 21/12</p>

					Update 21/12 - See update 3a)1
3e) 2	Interim guidance on tiered deployment to be developed	Steve Halliday	Complete – action transferred to BCUs		There is a system in place but the issue is one of compliance. Status updates must be provided by officers. New action to BCUs around compliance.
3f) 1	Review of sickness/restricted/maternity numbers contributing to abstractions. This is currently the subject of review in the Personnel and Development department, with an update due in November.	DCC Stuart Hyde – updates provided by Dawn Allen	Ongoing	Update 15/1	Dawn Allen updated that all BCUs are now reached over 80% deployable resources. Update again after Structures Review  4/1 – Andrew Taylor, ER Manager, is leading on this. A paper re abstractions and restricted duties will be presented to COG over the next couple of weeks. An Attendance Management Policy has been circulated.
3g) 1	Review reliance on abstractions. This forms part of the review work currently being undertaken by Gary Slater which will resolve these issues.	Gary Slater	Closed 4/1		Update after Structures Review.  4/1 – Covered by Visibility Policy (see 3a)1) – Action Closed
5b) 1	Prepare an interim abstraction policy which provides a clear hierarchy of deployment options.	Gary Slater	Closed 4/1		Update after Structures Review.  9/12 - Clarified there will be no interim abstraction policy as issues are addressed by Structures Review. Structures Board on 27/11 cancelled due to floods. Will now be 16/12, recommendations to COG on 21/12  4/1 – Covered by Visibility Policy (see 3a)1) – Action Closed

**QUALITY OF SERVICE – DISPATCH/RESPONSE TIMES – RESPONSE TO MESSAGES**

4a) 1	Management System to monitor compliance with officer response requirement. Parallels were identified with work in PSD. Sean Robinson to progress this through the Quality of Service confidence work stream.	Sean Robinson	Ongoing	Update 15/1	<p>Meetings with Val Copping from NPIA and visit to Humberside Police to look at their systems have taken place. In process of developing a system for Cumbria, possibly based on Outlook as seen in Humberside. Universal 'out of office' response system is also being considered. In the interim all BCUs to reiterate to staff the importance of using 'out of office' facility.</p> <p>9/12 – Quality of Service work stream recommendations have been made to Confidence Board on 7<sup>th</sup> December. Update to next meeting</p> <p>Gill Shearer to look at developing corporate script for 'out of office' messages for all methods of communication. Jerry Graham to look into options for voicemail facility on mobile phones.</p> <p>4/1- work into corporate out of office ongoing – to be sent out for consultation by the end of the week.</p>
5a) 1	Compliance with incident grading. In the medium term, issues will be resolved with the introduction of the new Command and Control System.	Gordon Rutherford	Ongoing	May 2010	No further update required.
5c) 1	Re resource management in Comms Centre. The current process arises pending roll out of the 4Cs program. Issue will be resolved with Steria Storm rollout. Evidence for HMIC re-inspection to be collated by Jane Sauntson	Gordon Rutherford	Closed 4/1		<p>Work is ongoing. Gordon Rutherford advised that the HQ Comms Centre will be closed for maintenance work between 6<sup>th</sup> and 25<sup>th</sup> January, and will be operating in business continuity mode for this period. Action raised around impact this may have on HMIC re-inspection taking place in January.</p> <p>9/12 - 4Cs now been delayed – update to next meeting</p> <p>4/1 – Action Closed</p>
5c) 2	Jerry Graham to look at impact of closure of HQ Comms Centre in January.	Jerry Graham	Closed 9/12		9/12 - Due to delay of 4Cs, this will no longer be an issue. Action Closed

5d) 1	Re rural response times. No priority response required. Jane Sauntson to provide evidence in form of response times for 5d) and 5e)	Jane Sauntson	Complete		Jane Sauntson presented grade 1 rural response times for August to October 09: 0-20 minutes - 92% 21-40 minutes – 7% 40-60 minutes - 1%
5e) 1	No priority response required.				See 5d)
6e) 1	Gap analysis is being carried out to establish reason for the decline in call volume.	Gordon Rutherford	Complete		Regional call centre performance comparison data circulated. Issues over not comparing like with like. Gap analysis highlighted issue with system re-setting automatically generating 999 calls that terminate in less than a second. This system testing accounts for a quarter of abandoned calls. Action raised to address this and other performance issues outside this meeting.
6e) 2	Jerry Graham and Gordon Rutherford to meet to discuss call handling performance issues outside of this group.	Jerry Graham & Gordon Rutherford	Ongoing	Update 15/1	9/12 – Gordon Rutherford looking into reasons for drop in calls - update at next meeting.  4/1 – Results are available from service users survey. Satisfaction levels are good but there is an issue with call handlers not giving ETAs. It was noted that the survey was conducted prior to call handling training, but there are still some issues remaining. The survey will be repeated at the end of January. This issue is now a priority for ongoing call handling audit work being led by Inspector Goujon. There are three further training days planned for this month, and the importance of ETA information will be reinforced.
7d) 4	Develop opportunities for 'quality of service' questionnaire/feedback as part of quality of service work stream	Sean Robinson	Ongoing	Update 15/1	Sean Robinson presented examples of QoS questionnaires used by Humberside. In Cumbria the proposal is to use a similar questionnaire and to ask every Sergeant across the force to dip sample 2 a month for quality assurance, providing an annual sample size of 4,000. An automated IT solution is being considered by the IT department. Inspectors will carry out quality performance reviews and report to SMT.  In relation to informal QoS processes in area, there is to be no development without approval from this group.

					<p>9/12 – Quality of Service work stream recommendations have been made to Confidence Board on 7<sup>th</sup> December. Update to next meeting</p> <p>4/1 – A customer feedback questionnaire has been developed, but is on hold pending a review of data that is already available. The template for QA checks by Sergeants is ready for circulation. Uniform sergeants will call back two victims of anti social behaviour, and CID Sergeants will call back two repeat victims per month. This will be subject to the review mentioned above. Jane Sauntson and Sean Robinson to discuss outside the meeting.</p>
8c) 2	Ensure that problem solving forms part of recommendations for enhancing quality of service initiatives.	Sean Robinson	Ongoing	Update 15/1	<p>QoS work stream is now looking at evidencing SARA being linked to good QoS initiatives which are taking place across the force.</p> <p>9/12 – Quality of Service work stream recommendations have been made to Confidence Board on 7<sup>th</sup> December. Update to next meeting</p> <p>4/1 – Covered above.</p>
9a) 1	Revision of Victim Codes of Compliance to make direct reference to victim contact agreements. Action to Head of CJU	Norman Atkinson	Ongoing	Update 15/1	<p>Update for action 9a) 1 and 2 provided by Inspector Carlton, CJU HQ: Work has been ongoing with Lyn Healey (Sleuth Project Manager). Agreement has been reached re work on Sleuth which will provide an update reminder facility for officers in the form of a count down to target dates. A link is to be created between vicman and caseman to assist in recording updates. Work was originally planned for November but this has now slipped to early next year.</p> <p>CJU HQ have been working on the Witness Charter, circulating information and procedures, but compliance must come from first line supervision of crime reports.</p> <p>9/12 – will require dip sampling to ensure compliance.</p> <p>4/1 – Norman Atkinson advised that use of a form</p>

					similar to that used in Lancashire has been considered but it was felt that this would add more bureaucracy and duplication. It was agreed to use the new leaflet being printed. The need for front line supervision to drive home the message locally re updating victims was reiterated, along with importance of completing the backs of MG11s. The changes to Sleuth which will improve the situation have now been put back to March.
9a) 2	Re quality of service for victims SLEUTH Business as Usual process champion and expert practitioner to develop training through SLEUTH advocates and to create system change requests where required	Steve Johnson/Lynn Healey	Ongoing	Update 15/1	As 9a) 1  4/1 – pend for update by Steve Johnson
10a) 1	Re management of dissatisfaction data and service recovery. Arrange for Val Copping from the NPIA to visit Cumbria to share best practice in this area. To link in with the Quality of Service workstream.	Sean Robinson	Closed 4/1		Meeting with Val Copping has taken place.  <i>Update from Confidence Board Meeting on 2/11 –</i> Work is ongoing to develop a system to capture dissatisfaction with service received via letters and emails. An automated IT solution is being looked at.  9/12 – Quality of Service work stream recommendations have been made to Confidence Board on 7 <sup>th</sup> December. Update to next meeting  4/1 – Covered by 7d) 4 – Action closed.
Final Summary	See AFI 10a)				Cross references AFI 10