



Agenda Item No 20

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)
Chief Executive (Mr C Alcock)
Policy & Performance Officer (Ms N Brooker)
Committee Services Officer (Mrs J Head)

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

26. APOLOGIES FOR ABSENCE

There were no apologies for absence received as all members present

27. 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.

28. DISCLOSURE OF PERSONAL INTERESTS

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

29. MINUTES

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



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.

30. QUARTERLY PERFORMANCE DATA

The Acting Director of Strategic Development presented the performance data for the second quarter, regarding the Constabulary's delivery of the Policing Plan 2009-2012. The report detailed areas where the Constabulary were in exception, either where performance had deteriorated or exceeded the set target.

The Constabulary was performing well against the national Confidence target, attaining 57% and was placed joint first nationally. Of the remaining headline targets the Constabulary were set to meet or exceed eight out of the ten. The two that were currently not being met were police officer and staff sickness and visibility of neighbourhood policing teams.

Members asked what action the Constabulary was taking to identify where policing teams should be more visible throughout the county. The Acting Director advised that the Strategic Development Department were carrying out research and using their telephone survey to ascertain this information. She advised that the first set of findings would be available from 8 December and on a quarterly basis thereafter. She advised that this was done at Basic Command Unit (BCU) level and using postcodes.

A member stated that although the Authority was working jointly with the Constabulary on various consultation issues, it would be beneficial for the Authority to undertake its own independent consultation to supplement the information already received. It was agreed that this area would be progressed following the appointment of the Authority's Community Engagement Officer early in 2010.

Following the recent floods in Cockermouth and Workington members asked how the Constabulary would ensure that confidence in policing remained high. Assistant Chief Constable Graham advised that the Constabulary were looking at their patrol plans to ensure that the public continued to receive a high level of service and police officer visibility in the forthcoming months. Assistant Chief Constable Skeer advised that officers in Cockermouth were now working from a shop front premise whilst the police station was being assessed for flood damage.

Members asked how the mystery shopping initiative was progressing. The Acting Director advised that due to the floods it had been stopped for 2 weeks. It would be commencing again the following week with unaffected flood areas being assessed initially.

A member asked what was happening in relation to crime mapping and what information this would provide to members of the public. The Acting Director advised that by using a crime mapping tool and information collated from the telephone surveys the Constabulary would be able to provide layered information such as a crime map of vulnerable people against various types of crime and include public confidence levels. This would be refreshed on a quarterly basis.



The Chair of the Committee asked whether or not the Chief Executive was still representing the Authority on the Constabulary's Policing Pledge Implementation Group. The Chief Executive confirmed that he was an observer for the Authority at such meetings and could report to the Chair as required. As the Authority's lead member on Citizen Focus the Chair stated that she had not been involved these meetings and felt that it would be beneficial if in future she was. It was noted that full reports had been presented to the full Police Authority meetings on this matter and Assistant Chief Constable Graham agreed to provide an update report to the next Police Authority meeting on the Constabulary's progress on implementing the Policing Pledge throughout Cumbria.

Members asked why the detection rate for Hate Crime offences in South BCU was lower than in the North and West. Assistant Chief Constable Skeer confirmed that each case was examined by the BCU Detective Chief Inspector, with the Public Protection Unit at Police Headquarters monitoring any issues. A member asked what support would be provided to a victim who refused to continue with an investigation. They were assured that the victim would receive information regarding help/support groups. Assistant Chief Constable Skeer advised that hate crime cases received a high degree of scrutiny as there were so few cases.

A member reported upon a recent Streetsafe Event they had attended in the north of the county. During the course of the event a hate crime issue had been identified and the member had been impressed with the local knowledge displayed by the officer and that they would be looking to set up a multi-agency meeting to try and address the issues.

The quarterly performance report identified that the Constabulary were currently not meeting the 80% target of dealing with complaints by local resolution within 40 days and were currently dealing with 69% within the timescale. Assistant Chief Constable Skeer advised that any of these complaints which were being dealt with by the Professional Standards Department (PSD) were achieving the target. This could be attributed to PSD telephoning a complainant to speed up the initial stages of a complaint rather than using the previous postal system.

A member asked how the Constabulary were attaining the target of providing a 24 hour response to complaints about dissatisfaction when officers were on rest days. Assistant Chief Constable Graham advised that the Constabulary were currently looking at ways to utilise the SLEUTH IT system to enable officers on duty to respond and deal with such complaints when colleagues were off duty.

In relation to call answering times it was noted that there had been a 1% reduction in the number of 999 calls made to the Constabulary between April and September 2009. A member asked what this reduction could be attributed to. Assistant Chief Constable Skeer advised that 292 calls to the 999 number had been abandoned, possibly because the caller changed their mind; used the 0845 non-emergency telephone number or contact the police some other way such as by speaking to local officers.



Members were concerned to note that seasonal variations showed an increase in the number of calls received by the Constabulary during the summer period, which was a key period of leave for staff. They stated that this was a management issue which needed to be addressed and that the level of staff taking holidays at any one period should be strictly controlled to ensure that the Constabulary were able to maintain the agreed level of service and not place undue pressure on the remaining members of staff taking the high volume of calls.

A new shift pattern was to be introduced into the Communications Centre at the beginning of January 2010. The new pattern would include a programmed training day every 10 weeks. This would provide a greater focus on personal development of the staff in such areas as soft skills training as this had been an area highlighted in previous mystery shopping initiatives.

Members were concerned to note that the Constabulary were not being provided with the percentage of people on probation re-offending. Two of the members worked within the criminal justice system and were aware that in order for organisations to function they would be in possession of some such information and that they were national indicators. They asked if they could provide assistance in helping to ascertain the re-offending rate information. It was concerning that any information provided would be for the preceding 9 months and little remedial actions could be taken. The Acting Director advised that she was actively progressing this matter and would advise the Police Authority if they could provide further assistance.

Assistant Chief Constable advised that it was likely that the annual target for Proceeds of Crime would be met. Currently there were a number of cases ongoing however these often took time to progress through the criminal justice system.

In relation to tackling dangerous offenders and violent crime, there was apprehension from the members in relation to funding for domestic abuse projects and the Scafell project. A business case was to be presented to the Safer and Stronger Thematic Partnership that afternoon to try and secure funding, although any funding would not be realised until the end of 2010. It was noted that were funding not forthcoming then agencies could be asked to contribute towards the £1m - £1.2m deficit.

Members were pleased to note that the target in relation to Assault with Injury cases had been exceeded again this year. It was recognised that the Authority would need to re-visit this target next year to ensure that it was set at an appropriate level.

Members asked what the Constabulary were doing with regard to the visibility of neighbourhood policing teams (NPT) as the Constabulary were below target. Assistant Chief Constable Graham advised that due to the current force structure of 21 NPTs, this caused the officer resources to be stretched and ultimately fail to meet the target. It had been recognised that the current structure provided the majority of resources to response calls rather than neighbourhood policing; something which the constabulary were looking to address in their current structure review.



It was disappointing to note that sickness was still a major issue within the force and members wanted assurance that everything was being done to combat sickness and ensure officers and staff returned to work as soon as they were able. A member stated that as Derbyshire was a most similar force (MSF) to Cumbria it may be beneficial to find out what processes they had in place to reduce officer and staff sickness. Assistant Chief Constable Graham advised that a peer review in this area was being undertaken by West Midlands Police to identify areas for development. Members asked that this be reported to the next meeting of the Personnel Committee in January 2010.

Members asked that future reports illustrate how the high levels of sickness affect the performance of the Constabulary and therefore its value for money. The Authority's Personnel Committee would be looking at the various reasons, long term and short term sickness and different groups affected by sickness at their next quarterly meeting.

In relation to Budget Savings the Head of Finance advised that the opportunities for the Constabulary to develop shared services with other forces or agencies was slim. This was due to forces and agencies having different systems in place; the cost implications to change and modernise systems and processes, and the marginal benefits which would take a long time to realise.

A member asked how much each strand of policing actually cost and whether this information was available to the Police Authority. The Head of Finance advised that this information was included within the budget papers presented to the Authority, however it would need to be re-defined to produce it in such a format. He advised that the Constabulary were currently piloting a Police Objective Analysis system which could allocate costs to prescribed headings. This would allow the Constabulary to drill down and identify efficiencies and spending. By working with the Strategic Development Department it would be possible to link productivity and cost against performance. The chair asked that an update on the pilot be provided to the committee at its next meeting in January.

A member asked whether or not the Police Objective Analysis system could be used to supplement the Authority's Estates Strategy, analysing the cost of running each police station within Cumbria. The Head of Finance advised that it would be able to do this and compare the energy and maintenance costs for all police stations and buildings.

The quarterly performance report had been presented in a new format following direction from the committee at the last performance meeting. Members thanked the Acting Director of Strategic Development for the changes and asked whether or not the fuller report had impinged upon the work of the Department. The Acting Director advised that as the report was more involved it had taken longer to compile. As members did not want to unnecessarily increase workloads they agreed that if a target was not being met and that the circumstances had not changed then references would be made to the previous performance report.

RESOLVED, that



- (i) the report be noted;
- (ii) an update report be provided to the next meeting regarding work carried out for the Policing Pledge Implementation;
- (iii) future performance reports illustrate how high levels of sickness have affected the Constabulary's performance;
- (iv) an update on the progress and developments of the Police Objective Analysis be provided at the next meeting.

31. POLICING PLAN DRAFT

The Acting Director of Strategic Development presented an outline for the content of the Policing Plan 2010-2013. Following discussion members agreed that members of the committee should meet with the Acting Director to inform her of the strategic direction which the Authority wished to take and that this would form the basis for the Policing Plan. It was agreed that the Policy and Performance Officer, Mrs Shaw, Mr Everingham and one other member of the committee would meet on 17 December 2009 with the Acting Director.

The members noted that the report did not illustrate any identified community priorities and how they would be incorporated into the Policing Plan. Members were assured that the results of the extensive surveys carried out earlier in the year and identified community priorities would be used to inform the Plan. Members would be able to discuss these during their meeting with the Acting Director.

The report did not identify how the Constabulary would show that it provided value for money which members felt was essential given the current economic climate and agreed this must be included. The report also failed to fully identify any Human Rights or Risk Management implications which the Authority and Constabulary faced regarding the creation and subsequently implementation of the Policing Plan. Without this information the Authority could fail to meet its statutory duties.

A copy of the final plan would be presented to the committee at its meeting on 25 January 2010.

- RESOLVED,** that,
- (i) the report be noted;
 - (ii) the Policy & Performance Officer, Mrs Shaw, Mr Everingham and either Ms Barraclough or Mr Cole meeting with the Acting Director of Strategic Development to provide strategic direction and agree the content for the Policing Plan;
 - (iii) the final draft of the Policing Plan be presented to the committee meeting on 25 January 2010.



(Note: Assistant Chief Constable Graham, Assistant Chief Constable Skeer, the Acting Director of Strategic Development left the meeting at this point to attend another meeting in Barrow in Furness. Mr J Woolley also left the meeting.)

The Chair agreed to hear agenda item number 8 next to allow the Head of Finance to then leave the meeting.

32. EFFICIENCY AND PRODUCTIVITY MID-YEAR SUMMARY REPORT

The Head of Finance presented a mid-year summary of efficiency and productivity undertaken by the Constabulary. The report detailed the Constabulary's final position in relation to the 2008-09 Efficiency Plan, outlined the achievements to date in delivering the 2009-10 plan and the identification of efficiencies for 2010-2011.

Members were reminded that the efficiency target for 2008-09 had been increased by £150k following Home Office certification that savings arising from Office of Government Commerce Buying Solutions could be counted against the efficiency target.

The 2009-10 Efficiency and Productivity Plan was the first of the three year plan which would be incorporated into the 2009-2012 Local Policing Plan. Planned efficiencies for 2009-10 amounted to £5.2m, £3.89m related to productivity improvements and £1.31m in the form of cash savings. The position at the end of August 2009 showed that the Constabulary was on target to save £4.051m meaning that £540k was at risk of not being realised.

Members asked what measures were being taken to ensure that the projected efficiencies would be realised. The Head of Finance advised that each BCU commander had been tasked to make 3% efficiencies within their devolved budgets. A proactive approach was being taken by each commander, however the delivery of some of the savings could be late and these were detailed within appendix 4 of the report. It was anticipated that a new contract in relation to energy prices would also provide significant savings.

In relation to the efficiencies to be found for 2010-11 the Chief Officer Group had developed a strategy to achieve the target. As part of the strategy officer recruitment had been slowed, IT procurement had been moderated and the number of management posts within the Constabulary were being reduced.

A member asked whether the recent floods in West Cumbria would affect the Constabulary's ability to realise the efficiency targets. The Head of Finance stated that in the short term the budget may be impacted upon due to the replacement of items and equipment. However there may be long term benefits to be gained once a full assessment had been made.

In response to a question the Head of Finance advised members that the Constabulary's Green Strategy was now 'business as usual' within the Constabulary under the direction of the Director of Finance and Resources. He



advised that in the next PURE (Police Use of Resources) assessment by the Audit Commission, the Authority and Constabulary would be measured on their management of green issues. It was the Authority's responsibility to set an annual target in this area of work.

- RESOLVED,** that
- (i) the report be noted;
 - (ii) the progress to date towards the delivery of the 2009-10 Efficiency and Productivity Plan, which would be reported to the Home Office in the mid-year efficiency update, be noted; and
 - (iii) the progress the Constabulary was making towards the identification of efficiencies for 2010-11 be noted.

(Note: The Head of Finance left the meeting at this point.)

33. POLICE AUTHORITY PERFORMANCE FRAMEWORK

The Chief Executive presented to members a draft of the Police Authority's Performance Scrutiny Handbook which had been updated by the Policy and Performance Officer from that which had been agreed by the Authority in 2008.

The report identified how the Police Authority would carry out its scrutiny of the Constabulary and monitor the Policing Plan via its various committees and working groups; taking into account the changing responsibilities of the Authority. The framework reiterated the importance of the Authority in setting the strategic direction for the Constabulary including the creation of the Policing Plan.

The members thanked the Policy and Performance Officer for her hard work in developing the updated framework.

- RESOLVED,** that,
- (i) the report be noted; and
 - (ii) the Police Authority Performance Scrutiny Handbook be approved.

The Meeting ended at 1.05 pm