



## CUMBRIA POLICE AUTHORITY

Minutes of a Meeting of Cumbria Police Authority held on Thursday 28 January 2010 in Conference Room 1, Police Headquarters, Carleton Hall, Penrith commencing at 1.00 pm.

### PRESENT

Mr R Cole (Chair)

Ms Elizabeth Barraclough

Mr Alan Barry

Mr Jim Bland

Mrs Christine Egan

Ms Beth Furneaux

Mr Andrew Hampshire

Mr Rob Huck MBE

Mrs Margaret Johnson

Mrs Joke Maes

Mr John Mallinson

Mrs Lynda Shaw

Mr Peter Thornton

Mr John Woolley

### Also present:

Chief Executive (Mr C Alcock)

Treasurer (Mr D Thomas)

Deputy Chief Executive (Mr S Edwards)

Policy and Performance Officer (Ms N Brooker)

Chief Constable (Mr C Mackey)

Deputy Chief Constable (Mr S Hyde)

Assistant Chief Constable (Mr J Graham)

Constabulary Director of Finance and Resources (Mr M Thompson)

Committee Services Officer (Mrs J Head)

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

The Chairman welcomed Mrs Joanne Thornborrow to the meeting. She had recently been appointed as the Police Authority's new Community Engagement Officer and would be taking up her post in February 2010.

#### 107. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mrs J Heath, Mr R Watson and Mr P Everingham.

#### 108. URGENT BUSINESS AND THE EXCLUSION OF THE PRESS AND PUBLIC

There were no items of urgent business to be considered by the Committee.

**RESOLVED,** that under section 100A(4) of the Local Government Act 1972, (as amended), the press and public be excluded from the meeting during consideration of the following items on the grounds that they involve the likely disclosure of exempt



information as defined in the paragraph indicated in Part 1 of Schedule 12A to the Act –

<u>Item</u>	<u>Title</u>	<u>Paragraph</u>
18	Identity Access Management, Confidential Environment & Police National Database Business Case	3
19	Change Management Working Group Minutes	1, 3, 7
21	Finance and Business Systems	3

## **109. DISCLOSURE OF PERSONAL INTERESTS**

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

## **110. MINUTES**

The Chairman presented the minutes of the Police Authority Meeting held Monday 14 December 2009, which had previously been circulated with the Agenda for the meeting.

**RESOLVED,** that, the Minutes of the meeting of the Authority held on 14 December 2009 be confirmed as a correct record and signed by the Chair.

## **110. QUESTIONS FROM THE PUBLIC**

Members were advised that no questions from the public had been received.

## **111. POLICE AUTHORITY ISSUES**

### a) Diary of Meetings 2010-11

The Chief Executive provided to Members the proposed diary of meetings for the period September 2010 to August 2011 which had been circulated with the Agenda.

**RESOLVED,** that the dates for Police Authority meetings for the period September 2010 to August 2011 be approved.

### b) Constabulary Boards

Cumbria Constabulary had recently reviewed its Board structure to enhance its governance arrangements through promoting cross-functional thinking in the organisation; supporting resource sustainability and performance excellence; and more directly supporting the 'Confidence agenda'. In order for the Police Authority to have closer links and understanding of the work of these new Boards, five places for Authority members had been secured on the overarching strategic boards.



Members were asked to propose and appoint members to the Constabulary boards which they did as follows:-

Senior Managers Forum	Ray Cole (substitute Lynda Shaw)
Confidence Board	Christine Egan (substitute Beth Furneaux)
People Board	Joke Maes (substitute Patrick Everingham)
Sustainability & Excellence Board	Elizabeth Barraclough (substitute Andy Hampshire)
Strategic Training Board	John Woolley (substitute Margaret Johnson)

**RESOLVED,** that, the above members be appointed to the relevant Constabulary Boards.

### 113. BUDGET 2010-2011

#### a) Provisional Grant Settlement 2010-11 – Cumbria Constabulary Response

At their meeting on 14 December 2009, the Police Authority authorised its officers to finalise a joint response with the Constabulary, following the government's provisional grant settlement proposals for the final year of the 3-year settlement. The DCLG (Department of Communities and Local Government) and Home Office had formally acknowledged receipt of the Authority and Constabulary's joint submission.

The Treasurer advised that it was likely the final grant settlement for 2010-11 would be published towards the end of the week and could be included within the budget report presented to the Authority's February meeting. It was anticipated that there would be no changes to the figures provided within the provisional grant settlement.

A member asked that a glossary be provided with such documentation in future to help members understand the abbreviations. The Treasurer agreed that this could be done.

**RESOLVED,** that,

- (i) the joint response of the Authority and Constabulary to the provisional settlement be noted;
- (ii) any changes in the final settlement to be reported to the Budget meeting on 17 February 2010.

#### b) Budget 2010-11 and Financial Forecasts 2011-12 to 2013-14 – Treasurers Report

The Treasurer presented his report on the proposed budget for 2010-11 and financial forecasts 2011-12 to 2013-14. Notification was still awaited from all the District Councils as to the tax base and council tax surpluses or deficits; these were currently being finalised. Initial estimates showed that the tax base was marginally up on last year which could provide an additional income of £60k.



Members' attention was drawn to the table within the report which identified cumulative savings required to sustain the 2010-11 revenue budget proposals in future years. In the absence of firm guidance, and against the economic backdrop, the Authority had approved in their Medium Term Financial Forecast (MTFF) an assumption of a 1% increase per year in council tax as the highest increase which might be allowed under future capping arrangements. However, more recently the Parliamentary Under Secretary of State at the Home Office had said, during a parliamentary debate and when referring to the outlook period to 2012-13, that the government believed that *"the 3% figure was an accurate and necessary figure, not just because it allows police to continue to be funded properly in their areas, but because it protects council tax payers in general"*. This would, if indeed supported by ministers, impact favourably on the budget for future years.

It would possibly be November or December before the Authority would be made aware of any future grant arrangements. It was noted that a 3% council tax annual increase would result in the Constabulary having to find £2m less savings by 2013-14 than if the annual increase were only to be 1% per year.

The Treasurer reminded members that, when the Authority met next February to set the 2010-11 Budget and Precept, at least half of the total membership of the Authority must vote in favour of a budget; including more than half of the County Council members appointed to the Authority (irrespective of the numbers present or voting).

The report advised of the continued need for even closer liaison between the Authority and Constabulary with regard to developing budget proposals for future years. This could be done through either existing arrangements or through the creation of a Strategic or Finance committee or working group.

Members discussed the merits of a separate committee or working group and asked that a paper be prepared by Authority Officers outlining their recommendations for the future. They asked that the report highlight the legal differences between a committee and working group; and how the Authority's committee or working group could link into the Constabulary when their new Board structure had no specific finance board. The Chief Constable advised that finance and performance were topics which ran through all of the Constabulary's boards.

At present the Governance Committee undertook responsibility to monitor the Authority's budget, although this was a backward-looking process. The members agreed that financial planning matters needed to be kept separate from the Governance Committee and also asked for a suggestion about a Resource Committee with overarching responsibilities to be explored. With the intended development of 'Embedded Governance' within the Authority as well as through the Constabulary Boards as above, the Authority's new 'Embedded Governance' Working Group would be asked for their comments on the matter. A report with proposals would be prepared as a result and presented to a future Authority meeting.

**RESOLVED,** that,  
(i) the report be noted;



- (ii) proposals be presented to a future meeting on how the Authority should develop a specific Finance or Resources committee or working group, in the context of the suggested approach to 'Embedded Governance'

c) Budget Proposals for 2010-11 and beyond

The Director of Finance and Resources presented a report which outlined the budget proposals for 2010-11 and for future years. Detailed within the report were summarised costs from a continuation budget following final calculations, which amounted to £105.9m. It was accompanied by proposals on the savings and adjustments that would be needed to achieve a budget of £102.95m; this being the likely maximum which could be supported from a council tax increase restricted to 3% (in line with the Authority's policy) for the 2010-11 budget.

Members were further advised that, in relation to general price inflation, an assumption of 2% in 2010-11 and 2.5% thereafter had been made, however the current rate was 2.9%.

The Constabulary often worked with partner agencies to achieve the delivery of agreed objectives and as such, during the 2010-11 planning process, the Constabulary had shared the MTFP with a number of partners. For some of these partners, the Constabulary either benefited or contributed to partnership funds. Given that finances would be an issue for all organisations, some contributions previously received may no longer be forthcoming and so the Constabulary may be required to make up the shortfall. For example: the loss of external funding for Police Community Support Officers (PCSO) would be met by the Constabulary to ensure that it maintained its commitment to community policing in Cumbria.

The Scafell Project was another area which was at risk from lack of partnership funding. A member asked what steps were being taken by the Constabulary to ensure that funding was maintained. Assistant Chief Constable Graham advised that the Constabulary were looking at numerous ways to secure the £250k needed. An approach would be made to the Safer and Stronger Communities Thematic Partnership to ascertain whether some funding allocated to CDRPs (Crime and Disorder Reduction Partnership) could be re-directed towards this project, since CDRPs already fund part of it from their own allocation of funding. The Constabulary were also looking to approach the D.A.A.T. (Drug and Alcohol Action Team) as that project was responsible for reducing re-offending rates and helping people give up drugs. It was expected that a response from all these enquiries could be gathered within the next six weeks and Members were keen to be told the outcome of these negotiations once known.

In response to a question from a member, the Chief Constable advised that all members of staff and officers within the Constabulary were being kept updated in relation to any proposed restructuring and what would be expected in relation to improved performance.

**RESOLVED,**

that, the

- (i) report be noted; and

NOT PROTECTIVELY MARKED



- (ii) members be advised of the efforts to secure funding for the Scafell Project.

#### **114. PROPOSED CAPITAL PROGRAMME 2010-11 AND BEYOND**

The Director of Finance and Resources presented a report which outlined bespoke proposals for the Capital Programme for 2010-11 and beyond. He advised that, given the current financial climate, a number of schemes had needed to be deferred until new funding was available, due to limited borrowing potential on some of the schemes.

There had been slippage on two of the current capital schemes, which would run into 2010-11. The first was the development of the Custody Suite at Kendal, where a payment of £1.2m expected to be incurred at the end of the 2009-10 financial year would now fall into early 2010-11. The IT programme 'SLEUTH' had slipped by £800k following a slow-down in development of the system. This could be attributed to competing priorities within Lancashire Constabulary, who were developing the programme in other places too. Following flooding in West Cumbria, the 'go-live' date for the Command and Control Project had slipped by 5 weeks, however this project was still anticipated to be completed within budget.

The Director of Finance and Resources advised members of Capital Proposals for 2010-11 and beyond. This included the rolling forward of annual replacement programmes for Fleet, IT and IT networks, and radio infrastructure. The IT replacement programme budget had been reduced from £800k to £500k per annum following a decision by the Chief Officer Group.

The upgrading of the Finance and Business systems would allow finance and payroll systems to be developed which included the introduction of E-procurement and the establishment of an internal finance/HR transaction shared-service centre. It was anticipated that this would release revenue budget savings in the future. A detailed business case for this upgrade was to be presented later in the agenda.

A member wondered whether or not slippage on the Police National Database Scheme (PND) had helped the Constabulary in their planning for capital expenditure? The Director of Finance and Resources stated that the slippage had aided them, however work was now required to ensure that the Constabulary would be ready for phase 2 of the scheme when it became effective. (A detailed business case to be presented later in the agenda would deal with the requirements placed upon the Constabulary in relation to this project).

A member asked whether or not the fact that there would be a reduction in the IT replacement budget but IT systems would still require upgrading would result in other areas - such as the Authority's estate - not being developed. (This in particular reference to a new headquarters at Barrow, and whether a phased approach could be achieved there). The Director of Finance and Resources advised that, due to the national development of IT within police forces, it was important that the Constabulary was prepared for its implementation. The Deputy Chief Constable advised that the Constabulary were looking at various options in relation to the policing presence in Barrow, including working with other agencies.



Members asked that they be updated on developments. This would be an area for discussion at the Authority's next Estates Working Group meeting in February.

- RESOLVED,** that, the
- (i) proposed capital Programme for 2010-11 and beyond be noted;
  - (ii) latest estimates of expenditure against current schemes be approved; and
  - (iii) indicative capital development for the Finance and Business Systems upgrade be approved in principle.

## 115. POLICING PLEDGE

### a) Cumbria Police Authority 'Policing Pledge' Improvement Oversight

The Chief Executive presented his report updating Members on the Police Authority's contribution to ensuring the Constabulary was resolving issues and improving upon its implementation of the 'Policing Pledge' after HMIC (Her Majesty's Inspectors of Constabulary) critical report on this dated October 2009.

With the report was a breakdown of each of the Authority's committee and working groups' responsibilities for monitoring the Constabulary's Policing Pledge Improvement Plan (to the development of which the Authority had contributed via its members and officers). Members confirmed that, when they come into contact with police officers and police staff around the force area, the 'Policing Pledge' was being actively promoted and implemented by them.

The Chief Executive informed members of a suggested protocol, drafted in conjunction with the Constabulary's Professional Standards Department, for dealing with 'Quality of Service' issues when received from members of the public. Such issues may not amount to an official complaint but could well be relevant to Pledge Standards. They might arise as e.g. a comment made during one of the Authority's public meetings or during Member-engagement with their communities. The suggested protocol would ensure that comments were duly captured, examined, and explanations fed back to the individual person.

- RESOLVED,** that, the
- (i) report be noted; and
  - (ii) protocol with the Constabulary's Professional Standards Department for handling 'Quality of Service' cases coming to the Authority's attention be approved.

### b) Constabulary 'Policing Pledge' Update

Assistant Chief Constable Graham presented a matching report which provided members with an update on the activities being undertaken by the Constabulary to address issues identified by HMIC in October 2009. The Constabulary were due to be re-inspected between the 2<sup>nd</sup> and 4<sup>th</sup> February 2010, when the Inspectors would be focusing on areas graded as 'poor' in the previous inspection.



So the Constabulary could prepare for this inspection, it had taken a robust approach to driving forward improvement. Their 'Policing Pledge Improvement Group' had created an action plan and met on a fortnightly basis to assess progress. Inconsistencies within the force had been identified and were being addressed in areas such as 'Safer and Stronger' monthly meetings held at each of the BCUs (Basic Command Units). These monthly meetings allowed members of the public to attend and influence policing within their immediate area, where a report on the progress would be made to the next meeting. A Member described how, in Eden, these meetings are held on a rotational basis between Penrith and Alston, and requested feedback is given to the meetings held in the relevant area.

With the introduction of a new website for the Constabulary it was now easier for members of the public to insert their postcode and to find out the details of their local Neighbourhood Policing Team (NPT); plus what the local policing priorities were; and when and where their next monthly meeting would be held.

A Member asked how the Constabulary proposed to continue with its improvement of services under the 'Policing Pledge', following the HMIC inspection. Assistant Chief Constable Graham advised that this area of work would be embedded into policing throughout Cumbria with the aim being to improve the service provided and public confidence as a result.

Members finally asked that they be notified of the findings and results following the HMIC inspection in February, as soon as these were available.

**RESOLVED,** that the report be noted.

(NOTE: Assistant Chief Constable Graham and Mr R Huck left the meeting at this point)

## **116. POLICE AUTHORITY BUSINESS PLAN**

The Chief Executive presented a report advising Members of work which had been carried out on the Authority's Business Plan. Following a decision by the Governance Committee in September, Members had met with officers to examine the way in which the Business Plan was currently monitored by Members. It had been agreed and subsequently approved by the Governance Committee at its December meeting to split the Authority's Business plan into two sections. There was now a 'Strategic' section, which would be monitored by the Governance Committee; and an 'Officer' section to be monitored by the Chief Executive.

Suggested additions to the Business Plan included - Authority member development; reviewing dip-sampling processes; and developing the Authority's approach to engagement so as to provide feedback on the delivery of the 10 Pledge points; which additions members agreed to.

**RESOLVED,** that, the

- (i) report be noted; and
- (ii) proposed additions to the plan be approved.



## 117. POLICE AUTHORITY INSPECTIONS

The Chief Executive provided a verbal update on work which was being undertaken by officers and members in preparation for the forthcoming inspection of the Police Authority in June 2010. An action plan, following the 4 themes of the inspection, had been created using proposals made at Strategic Planning Events held with members and officers and points made by the independent consultant.

The Authority's Inspection Working Group could use these proposals to help set the chosen direction for the Police Authority to take. The first contact from the Inspectors was likely to be made in the next 6 to 8 weeks, when they would start requesting evidence from the Authority in the form of listed documents.

**RESOLVED,** that the verbal report be noted.

## 118. POLICE AUTHORITY REGULATORY REFORM - CONSULTATION

The Home Office White Paper '*Protecting the Public: Supporting the Police to Succeed*' had set out a number of proposals which related to increasing the visibility, representation and accountability of police authorities. These would require police authorities to carry out extra new functions and define how police authorities operated in specific areas, including dealing with complaints; ensuring value for money; obtaining the public's views; and appointing members.

Dealing with complaints and a locally-devised '*Quality of Service*' protocol had been discussed earlier in the agenda. The Chief Executive advised that the Authority would now be including a Value for Money statement within its forthcoming Policing Plan, to be presented to the Policing Plan and Performance Committee later in the month. Following recommendations from the Committee, the full Authority would approve the plan with the budget in February.

Gaining the views of the public had always been obligatory but the Authority would be developing this area of work yet further following the appointment of its new Community Engagement Officer. A Member asked about the Authority's approach to gaining the views of police officers and staff. It was confirmed that, prior to each meeting of the Authority's Personnel Committee, its membership invited representatives from staff unions to attend for an informal discussion where any current issues could be brought to their attention and discussed. The Authority's Communities, Equality and Diversity Committee liaised similarly with staff unions about diversity issues. Equally, when Members attended in police stations and establishments throughout the county, they were able to speak informally to members of staff and police officers about matters that concerned them.

Personal development for Members of the Authority was another area currently being worked upon by officers and a Lead Member together; with a development plan currently being created. This line of work was being actively progressed by the Personnel Committee.

**RESOLVED,** that the proposed statutory instruments and implications for the Authority's own responsibilities be noted.



## 119. FEEDBACK FROM THE PUBLIC

The Policy and Performance Officer presented comments and feedback received from members of the public since the last Authority meeting. She advised that the Authority's Communities, Equality and Diversity Committee had considered this Autumn's and the Youth Survey results. A member asked what the Authority proposed to do in relation to people with disabilities who were reported as not feeling as confident in the police as those without a disability. The Policy and Performance Officer reminded members that the Authority's Community Engagement Strategy committed the Authority to targeting its engagement on groups shown as less confident and to endeavour to identify ways to improve this.

Members discussed how neutral replies to questions within the survey might alter the overall findings. Sometimes people answered a question with '*neither agree nor disagree*' or '*don't know*' just because they had no personal experience of an issue. Members felt it would provide a better overall picture only to rely on those respondents who had actual experience of an issue. The Policy and Performance Officer advised that the question in the British Crime Survey used to measure the 'Confidence target' set by the Home Office for Cumbria did count such neutral responses. Hence, this would count against the Constabulary by making its level of confidence seem lower. Members asked for this issue to be raised at a national level. They also commented on the fact that issues highlighted as priorities within the Youth survey did not differ greatly from those highlighted in the Autumn survey.

Specific mention was made of the point that, at the recent Eden Community Liaison Forum, those members of the public attending the meeting had given their support to the Authority setting a 3% budget Precept for 2010-11.

A Member enquired how many people had answered the survey about their knowledge of the 'Policing Pledge' directly onto the Police Authority's new website, using its new survey facility. They were advised that over 80 responses had been received to date on that particular question, with a high percentage of these reporting awareness.

**RESOLVED,** that the report be noted.

## 120. STANDARDS COMMITTEE MINUTES

Mrs J Maes presented the Minutes of the Standards Committee meeting held on 7 December 2009 which had previously been circulated with the agenda.

She advised members that Mr Ken Fryer had been appointed as Committee chair for the ensuing year.

**RESOLVED,** that, the Minutes of the meeting of the Standards Committee meeting held on 7 December 2009 be received.



## **121. GOVERNANCE COMMITTEE MINUTES**

The Chairman presented the Minutes of the Governance Committee meeting held on 4 December 2009 which had been circulated to members.

**RESOLVED,** that, the Minutes of the Governance Committee meeting held on 4 December 2009 be received.

## **122. CHANGE MANAGEMENT WORKING GROUP MINUTES**

The Chairman presented the Minutes of the Change Management Working Group meeting held on 3 December 2009 which had previously been circulated with the agenda.

**RESOLVED,** that, the Minutes of the Change Management Working Group meeting held on 3 December 2009 be received.

## **123. POLICING PLAN AND PERFORMANCE COMMITTEE MINUTES**

The Chairman presented the Minutes of the Policing Plan and Performance Committee meeting held on 30 November 2009.

**RESOLVED,** that, the Minutes of the Policing Plan and Performance Committee meeting held on 30 November 2009 be received.

## **PART 2 – ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC**

### **124. IDENTITY ACCESS MANAGEMENT, CONFIDENTIAL ENVIRONMENT AND POLICE NATIONAL DATABASE BUSINESS CASE**

The Deputy Chief Constable presented a report and detailed business case in relation to Identity Access Management (IAM), Confidential Environment (CE) and the Police National Database (PND). Following the Bichard Inquiry, one recommendation was the sharing of data and intelligence between police forces. This was a national project and due to political and public protection imperatives, which would require the first phase of the PND project to be delivered in 2010.

Initially IAM, CE and PND were three separate projects but, due to their significant technical interdependencies, were being consolidated into one project. This would ensure effective management and enable a single business change team to work across the change requirements of all three projects.

Members were asked to approve the drawing down of funds in the sum of £865k from the previously-agreed indicative budget of £1,204k for IAM and CE to complete the first phase of the project.



The effect of the PND part of the project being pushed back until 2011-12 would mean that the Constabulary could learn from those forces which had already adopted the scheme.

- RESOLVED,** that,
- (i) the report be noted;
  - (ii) Cumbria Constabulary's proposals to adopt a phased approach to meet short term national requirements be **approved**;
  - (iii) Phase 1 to implement the minimum IAM and CE components necessary to enable provision of data to PND in April/May 2010, and to meet minimum standards for connection to PND by October/November 2010 (to provide access for the first of the 82 allocated Cumbria users) be **approved**;
  - (iv) the merging of the three separate budgets for PND, IAM and CE into one single project be **approved**;
  - (v) the draw-down of a further £865k (taking the total drawdown to £925k) against the agreed indicative budget for IAM and CE of £1,204k to enable the implementation of Phase 1 solution, and agreement of both national and local business requirements for further phases be **approved**;
  - (vi) the recommendations for the remaining IAM and CE capital budget of £297k, along with the £1.4m (£1,280k revenue, £120k capital) forecast for delivery of PND in the Medium Term Financial Forecast be rolled forward into the 2011/2012 financial year be **approved**.

## 125. CHANGE MANAGEMENT WORKING GROUP MINUTES

The Chairman presented the Part 2 Minutes of the Change Management Working Group meeting held on 3 December 2009 which had previously been circulated with the agenda.

- RESOLVED,** that, the Minutes of the Change Management Working Group meeting held on 3 December 2009 be received.

## 126. CAPITAL STRATEGY BUSINESS CASE

The Director of Finance and Resources presented a business case in relation to the upgrading of the Constabulary's Financial and Business Systems. This had been mentioned earlier in the agenda during discussion of the proposed Capital Programme for 2010-11 and beyond.

It was proposed that the system be upgraded to ensure that the system was fully supported by its provider and to provide the Constabulary and Authority with a capacity to provide an electronic procurement system. The improved system would provide better management oversight and avoid duplication of work that was found within the existing systems.

