

**Cumbria Police Authority
Audit and Performance Committee**

3 March 2005

Agenda Item No....

BEST VALUE REVIEW IMPLEMENTATION – UPDATE

A report by the Acting Chief Constable.

SUMMARY

The purpose of this report is to advise the committee of the current situation regarding the monitoring of implementation of Best Value review recommendations.

The previously requested work to prioritise recommendations is continuing, but has been delayed staff deployment to the Carlisle recovery project.

Additionally, a more robust process has been put in place at constabulary level to ensure review recommendations are implemented effectively and the business benefits realised. This will support effective reporting to Audit and Performance Committee.

Proposals for a revised schedule of recommendations will be presented to Audit and Performance Committee at the next meeting in June 2005.

RECOMMENDATION

That the Committee notes the report and revised implementation-monitoring process.

DETAIL

1 Background

- 1.1 Effective management of the implementation of Best Value recommendations is key to securing the maximum benefits from the process. The arrangements have been subject to comments by Her Majesty's Inspector of Constabulary (HMIC) in the past.
- 1.2 Arrangements to progress implementation of Best Value reviews using the Constabulary Programme Management Unit were agreed in 2004. At the

request of the Police Authority, these arrangements were put on hold whilst the Authority's board structure was being considered.

- 1.3 Based on this approach, the recommendation from HMIC's 2004/5 Best Value Inspection, was:

To drive BV implementation and outcomes, the Constabulary should enhance and develop the scrutiny role of the programme management unit to ensure BV activity is progressed in accordance with agreed timescales, milestones and performance improvement targets.

- 1.4 In November 2004, Audit and Performance Committee approved the following way forward for reporting implementation:

- all outstanding actions from Best Value Reviews to be identified,
- a schedule of these actions to be provided, with recommendations risk assessed and prioritised,
- all reporting to Audit and Performance Committee to be based on key milestones and target dates for realising benefits

- 1.5 Best Value and the Programme Management Unit Director were to undertake the risk assessment. However, at the beginning of 2005, the director and two best value staff were seconded to the Carlisle Recovery Project and all remaining best value staff have been reassigned to the current reviews to ensure that they continue. This has delayed the implementation project.

- 1.6 At the same time, on the appointment of Mr Rhodes, ACC Organisational Development and Partnerships, a meeting was held involving:

Neil Rhodes	<i>ACC Organisational Development and Partnerships</i>
Clive Moth	<i>Police Authority Best Value Lead Member</i>
Jenny Davies	<i>Director Strategic Development</i>
Jane Sauntson	<i>Best Value Manager</i>

A revised approach to managing implementation at constabulary level was proposed.

2 Revised approach

- 2.1 The Best Value Board (BVB) will take the lead on implementation of Best Value recommendations within the Constabulary.

- 2.2 The board will, in the future, request attendance of key action managers responsible for implementation, to explain exceptions and/or re-negotiate timescales to Improvement Action Plans.
- 2.3 Authority monitoring of Best Value implementation will continue to be through Audit and Performance Committee, until such time as the Authority restructure – possibly June 2005.
- 2.4 In order to help prioritise the work required in determining the current position of reviews, the following ratings were applied to finished reviews, based on knowledge of the organisation:
- 1 – high priority to implement
 - 2 – medium priority
 - 3 – lower priority: passage of time may have made recommendations less relevant

The results are shown below:

Review	Priority rating
Management of Patrol	1
Training	1
Information Management & Technology	1
Stores	1
Anti-Bureaucracy	1
Crime Management & Recording	2
Police Authority	2
Driver Training	2
Scientific Support	3
Firearms	3
Ill Health Retirement & Injury Pensions	3
Health Management (Sickness)	3
Public Order Management	COMPLETE
Community Safety	COMPLETE

Prioritisation was carried out by the ACC Organisational Development and Partnerships, Police Authority Best Value Lead Member, Director Strategic Development and Best Value Manager.

- 2.5 This approach and prioritisation was approved at Best Value Board on 15 February 2005.
- 2.6 The schedule of all recommendations will be submitted to the next Best Value Board on 8th March 2005. Information on the schedule will include the current position of all recommendations, key milestones and revised target dates if applicable. An updated schedule will then be presented to the next Audit and Performance Committee in June 2005.

Christine E Twigg
Acting Chief Constable