

**CUMBRIA POLICE AUTHORITY
Audit & Performance Committee**

3 November 2005

Agenda Item

BEST VALUE IMPLEMENTATION UPDATE

A report by the Chief Constable

SUMMARY

This report provides an update on the implementation of improvement actions arising from Best Value Reviews.

Two new reviews have been added, Empowered BCUs and Operational Support, Communications Centre. These include a total of 18 recommendations.

In order to improve the usability of the schedule, please note the addition of an end column, which indicates that changes have occurred since the last report.

RECOMMENDATION

That the committee approves Best Value Board's recommendations to:

- close specific improvement actions
- extend deadlines for completion of actions
- notes progress on implementing Best Value improvement actions.

DETAILS

The following reviews have all been formally closed:

- Crime Management and Recording
- Ill Health and Injury Pensions
- Firearms
- Scientific Support
- Community Safety
- Public Order
- Health Management
- Training

The implementation schedule begins overleaf.

**Michael Baxter
Chief Constable**

Best Value

***Implementation Schedule
Report
October 2005***








Cumbria Constabulary Best Value

Contents

Anti-Bureaucracy	4
Communications Centre	10
Driver Training	12
Empowered BCUs and Operational Support	14
Information Management and Technology	18
Management of Patrol	26
Police Authority	28
Stores and Procurement	32

Summary of Progress

		Feb	Oct	
Signed off by Authority		34	34	-
Best Value Board Recommends Complete		32	6	↓
Superseded	-	1	4	↑
Live – within original timescale		25	20	↓
Live – within a revised approved timescale		1	10	↑
Live – in exception and outside timescale		15	8	↓
Total		108	82	

1. Anti-Bureaucracy

Owner – Performance & Efficiency Steering Group
Approved in November 2004 - 12 recommendations.

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✗
6	0	7	1	1

Revised approach – 5 additional recommendations superseding 3 original ones.

New total = 18 recommendations

3 recommendations have been superseded.

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
1 That the Constabulary continues to manage forms and templates, by adopting the following processes: - Approval for new, deleted or changed forms/templates, from various sources (see process map in Appendix 1) and maintenance process for corporate templates/forms. That Forms Bureaucracy Action Group (FBAG) continues to manage the process and provide coordination with national agenda.	31-Mar-05		Superseded	-	This recommendation has been superseded by a new approach developed within Strategic Development, which will use fewer resources and mitigate the need for FBAG. Implementation of the new approach supports the aims and objectives of the review recommendations. The revised recommendations resulting from this are added to this implementation schedule – Anti-bureaucracy, recommendations 13 to 17. For information, the paper at Appendix 1 explains the new approach.	A & P 13 June 2005	Approval of new approach identified	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
2 Expand the option so that all meetings include reducing bureaucracy, efficiencies and ideas for improvement as a standing item, under the banner of a 'Let's Do It Better' campaign or similar. Items raised to be brought to Corporate Development, Linked in with this option, the Constabulary should re-launch the Bright Spark Suggestion Scheme to encourage contributions and embed continuous improvement culture. Incorporating the forms/templates process & forum to avoid confusion and increase credibility and simplifying the reporting framework by use of dedicated access.	30-Jun-05	30-Sep-05	Superseded	-	<i>This recommendation has been superseded by a new approach developed within Strategic Development, which will use fewer resources and mitigate the need for FBAG. Implementation of the new approach supports the aims and objectives of the review recommendations. The revised recommendations resulting from this are added to this implementation schedule – Anti-bureaucracy, recommendations 13 to 17.</i> <i>For information, the paper at Appendix 1 explains the new approach.</i>	A & P 13 June 2005	Approval of new approach identified	
3 Introduce a checklist of considerations to be applied to all new policy (formulation, implementation and evaluation) to ensure optimum benefits are derived without adding bureaucratic burdens on all staff.	30-Jun-05		Complete		Checklist has been developed and implemented.	A & P 13 June 2005		
4 Develop and implement a comprehensive communications strategy to ensure that anti-bureaucracy and continuous improvement activity / ideas and their results are highlighted and fed back, and that this type of culture is developed and nurtured.	30-Jun-05		Superseded	-	<i>This recommendation has been superseded by a new approach developed within Strategic Development, which will use fewer resources and mitigate the need for FBAG. Implementation of the new approach supports the aims and objectives of the review recommendations. The revised recommendations resulting from this are added to this implementation schedule – Anti-bureaucracy, recommendations 13 to 17.</i> <i>For information, the paper at Appendix 1</i>	A & P 13 June 2005	Approval of new approach identified	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
					<i>explains the new approach.</i>			
<p>5 In the long term, introduce an intranet site to include a bulletin board to update staff on national and constabulary changes, to highlight changes to procedure and to use as a consultative tool.</p> <p>Key milestones: 5.1 Develop a costed business case for 2006/7 budget bid process 5.2 Subject to successful bid, prepare information required 5.3 Site developed</p>	5.1 30-Aug-05		Complete	▶	Business case for the Sharepoint Portal, including development of intranet, has been agreed by COG and is ongoing. Details of progress can be found in the Information Management and Technology BVR section of this report (Rec 10, page 19). Sharepoint portal will include this recommended facility.	A & P 9 Sept 2005		
	5.2 31-Mar-06		Live	✓	Planned as per key milestone.	A & P 9 Sept 2005		
	5.3 30-Jun-06		Live	✓	Planned as per key milestone.	A & P 9 Sept 2005		
<p>6 Put a procedures manual on the intranet, which is searchable, includes a comprehensive list of forms to use, when to use them, where to find them and/or links to them, identifies and links to relevant policy.</p> <p>Key milestones: 6.1 Develop a costed business case for 2006/7 budget bid process 6.2 Subject to successful bid, prepare information required 6.3 Site developed</p>	6.1 30-Aug-05		Complete	▶	Business case for the Sharepoint Portal, including development of intranet, has been agreed by COG and is ongoing. Details of progress can be found in the Information Management and Technology BVR section of this report (Rec 10, page 19). Policy and procedures will be accessible via the portal.	A & P 9 Sept 2005		
	6.2 31-Mar-06		Live	✓	Planned as per key milestone.	A & P 9 Sept 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
	6.3 30-Jun-06		Live	✓	Planned as per key milestone.	A & P 9 Sept 2005		
7 Produce a business case to evaluate the potential for mobile data use for core policing processes in Cumbria, to work alongside the introduction of Airwave, to reduce paperwork, provide efficiencies, to increase visible policing and improve effectiveness of ILP.	30-Aug-05	Proposed 30-Mar-06	Live	✗	On hold. Business case to be produced for 2006/7 planning & budget round. Once Airwave is fully implemented work will continue on this recommendation Request deadline extension to 30/08/06	A & P 9 Sept 2005	<i>Hold decision:</i> Long extension requested, further detail is required to inform Board's decision. Report to BVB 7/11/05	
8 To develop a process management strategy, including inspection activity, as an integral part of performance management.	31 March 2005 and ongoing		Complete		Process management is integral to the ACPO performance management strategy, the fundamentals of which have been adopted by the Constabulary.	A & P 13 June 2005		
9 Eliminate T53 form to avoid duplicated data entry in the event of a 'not guilty' plea. Use the MG11 OPL as the template if required	31-Mar-05		Complete		Communicated to relevant staff by the Mobile Support Group Inspectors in 2004,	A & P 13 June 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
10 On receipt of information from officer at scene, form to be Complete and forwarded to council/RMSL by Communications Centre staff to avoid officers having to return to the station unnecessarily.	31-Mar-05		Complete		Communications Centre now carries out this service for all officers.	A & P 13 June 2005		
11- Status Quo – Status Quo Officer dispatched to scene, completes CID2 form and then returns to station to key same information into email form for PNC/ Communications/Local TCG to be notified as soon as possible.	31-Mar-06		Complete		Status quo so no plan required	A & P 13 June 2005		
11A Long term Eliminate email form; information to be telephoned direct to Crime Input Bureau; CID2 form to be Complete by bureau staff and then complete email form to notify PNC/Communications/Local TCG OR direct PNC input to avoid officers duplicating data entry.	31-Mar-06		Live	✓	On track. Direct telephone input will bed in over the next 6 months. Application to Operations Board will be made by representation of FBAG by December 2005.	A & P 9 Sept 2005		
12 Adopt all recommendations as described in 'Procedures for issue of Pocket Notebooks', written by Professional Standards, Operations Board paper of 15 June 2004 to remove the risk of discrediting the Constabulary. At the same time as implementing the above, ensure that how to use pocket notebooks properly is re-communicated to all officers and their supervisors to avoid officers misguidedly duplicating information on forms and in their notebooks. Develop a strategy for more robust supervision and inclusion of PNBs in an audit/inspection regime.	31-Mar-05		Complete		Tamper proof pocket books have been ordered and will be issued once the current batch has been exhausted. The new pocket books have the force crest on the front and 'restricted' printed top and bottom. Due to changes in the market place, it is no longer economical to buy or rent secure date stamp machines. Areas will be reminded of responsibilities of issuing and keeping PNBs.	A & P 13 June 2005		
13 Provide a reducing bureaucracy update report to Performance and Efficiency Steering Group, twice a year, incorporating activity across the Constabulary and coordinating with the national Policing Bureaucracy Gateway.	30-Sept-05		Live	✓	Next meeting of PESG 19/10/05	A & P 9 Sept 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
14 Improve policy processes so that: <ul style="list-style-type: none"> - Development is prioritised and controlled - Proper consultation is carried out (including practitioners) - Bureaucracy checklists are properly applied - Implementation is properly planned - Implementation is inspected and lessons learnt. 	31-Oct-05	31-Dec-05	Live	○	Work delayed by constabulary lead on National Review of Baseline Assessment process. New deadline 31 st December approved at A&P 9 September	A & P 9 Sept 2005		
15 Revise the Bright Spark process: <ul style="list-style-type: none"> - Carry out quarterly, themed campaigns, informed by key issues identified in annual internal consultation with police officers and staff. - Secure constabulary commitment to implement the best idea each quarter. - Increase prizes to encourage new suggestions (within departmental budget). - Report results of last quarter when launch next campaign. - Reduce bureaucracy of procedures. Report back to Best Value Board on progress and performance of revised campaign.	31-Oct-05		Live	✓	On course	A & P 9 Sept 2005		
16 Set and monitor devolved efficiency targets from 2006/7 onwards.	Set Dec 2005. Monitoring from October 2006.		Live	✓	Just adopted, approved at A&P 9 September	A & P 9 Sept 2005		
17 Carry out process inspections, involving frontline police officers.	Pilot inspections by 30-Sept-05.		Live	✓	Inspection methodology drafted and piloted in West Cumbria. Further pilots to follow in October.	A & P 9 Sept 2005		

2. Communications Centre

Owner: Steve Halliday – Chief Inspector Communications Centre
Approved in August 2005 – 3 recommendations.

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✗
0	0	2	1	0

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>1. The corporate variable shift pattern should be implemented in the Communications Centre (subject to appropriate staff consultation)</p> <p>Key milestones</p> <p>1.1 Agreement with Communications Centre staff</p> <p>1.2 Implementation of shift pattern</p>	1.1 01-Nov-05		Live	✓	Consultation is ongoing and will be complete by beginning November2005.	New action		
	1.2 01-Feb-06		Live	✓	Planned as per recommendation	New action		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>2. The case for increasing staffing levels in the Communications Centre should be assessed as a matter of urgency as soon as the impact of national Call Handling Standards and Quality of Service Commitment are known.</p> <p>Key milestones</p> <p>2.1 Report on compliance to NCHS 2.2 Interim report to Best Value Board 2.3 Scoping of requirements</p>	2.1 31-Aug-05		Complete	▶	Report on compliance was completed for the Citizen Focus Project.	New action	Sign off as complete	
	2.2 31-Oct-05		Complete	▶	<p>Attended BV Board 11/10/05 with interim presentation, which outlined the way forward and actions to be taken before requesting additional resource.</p> <p>Communications Centre Manager progressing a more flexible approach to resourcing including:</p> <ul style="list-style-type: none"> - Peripheral workers - Increased use of part-time workers - Recruitment up to and over establishment rather than 'one out-one in' - Improved helpdesk management in-force <p>The net result is more flexible resourcing which will shape the proposed resource bid.</p>	New action	Sign off as complete.	
	2.3 31-Dec-05	April 2006	Live	○	Communications Centre will be working 'smarter, not harder'. Benefits of changing the approach to the personnel issues together with initiatives to reduce demand will be apparent in 6 months. Effectiveness will be assessed at that point. Revised deadline proposed.	New action	Accept revised deadline.	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>3 Work to implement the National Call Handling Standards and the Quality of Service Commitment should include the implementation of performance management in the Communications Centre:</p> <ul style="list-style-type: none"> o Documented responsibilities and procedures o Service Level Agreements with internal users o Performance Monitoring of Service Level Agreements 	TBC subject to 2.1, 2.2 and 2.3	31-Jan-06	Live	✓	By January 2006, a performance management framework will be deployed.	New action	Accept proposed deadline.	

3. Driver Training

Owner – Graham Noble, Director of Personnel & Development
Approved in July 2001 – 6 recommendations.

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✘
5	0	1	0	0

Recommendation	Original Deadline	Revised Deadline	Status	Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
1 That the Force fills the current vacancies within driver training (including the post occupied by long term sickness) and recruits additional trainers, in order to clear the identified backlog and meet the training demand resulting from increased probationer intakes. Additional trainer posts to be reviewed after three years to ensure that force driver training resource meets the identified need.	30-Mar-04	30-Oct-05	Complete	Staff recruited. Three year review due in September 2004. Backlog of training is planned in 2005/6 timetable and due to be cleared by October 2005.	4th March 2004		
2 Invest time in training instructors to National Vocational Qualification competencies, to ensure that an appropriate skill base is achieved and maintained to deliver quality training.	Start 30 Sept 2001 and then ongoing	30-Apr-06	Complete	Recruitment of internal NVQ assessor approved; will train all internal trainers to the required standard (A1 Assessors).	A & P 13 June 2005		
3 Meet the 7 outstanding Lind recommendations so that the Force complies with identified best practice and thus generate public confidence in the driving abilities of all police officers.	31-Dec-02	30-Jun-06	Complete	5 out of 7 achieved. Plans in place to achieve remaining 2 through new training for pursuit and prioritising those who have had licence longer than 3 years. Lind recommendations superseded by new ACPO initiatives (Pursuit Policy)	A & P 13 June 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
4 Response driver policy to be approved and adopted, to include reassessments after 3 years for all advanced and standard drivers. This will ensure that driving skills are achieved and maintained to provide a high quality and safe service to the public.	31-Mar-02		Complete		Pursuit Policy approved by Operations Board in December 2004.	4th March 2004		
5 Communicate the success and benefits of driver training in the force (internally and to the public) to reassure officers and the public.	30-Jun-06 (once backlog has been cleared)		Live	✓	On Track. The driver training catch-up programme is on course for completion as planned. The recommendation will be implemented as per action plan by June 2006.	A & P 9 Sept 2005		
6 In the long term, carry out a procurement investigation (outsourcing versus collaboration and/or shared contracts), to determine the most cost effective method of delivering driver training in Cumbria.	31-Dec-05		Complete		Due for investigation by December 2005 Discharged through the efficiency arrangements of the constabulary	4th March 2004		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>3. Pilot a resource allocation model in July 2005, refine and implement as appropriate:</p> <ul style="list-style-type: none"> a. Minimum staffing and supervisory levels identified in the Operating Framework will be considered b. Operations Board will consider other variables to ensure adequate resource to achieve required performance. Variables include: <ul style="list-style-type: none"> ▪ Impact of sparsity and crime figures (figures provided by Management Information Services) ▪ Impact of strategic priorities ▪ Impact of government initiatives ▪ Impact of inspection/assessment results ▪ Comparative performance in BCU families ▪ Availability of external funding ▪ Affect on staff motivation if resources require significant relocation c. Operations Board will recommend the final allocation to Chief Officer Group d. The formula will be applied by Management Information Services and will be reviewed annually <p>The formula will be applied annually. Operations Board will look at the results for the preceding three years to identify trends and to even out minor fluctuations.</p>	30-Sept-05	30-Nov-05	Live	✘	<p>A resource allocation model has been developed by strategic development based on best practice identified in the review.</p> <p>Operations board allocated weightings to the model 21 September and made judgement regarding influencing factors</p> <p>COG have been consulted on 3 Oct 05. Formula will be remitted to next available Operations Board for final decision.</p> <p>Further work has been identified so request extension to end November 2005</p>	New action	Accept revised deadline	
<p>4. Each BCU will develop a patrol plan based on the Merseyside Model</p>	30-Sept-05	30-Nov-05	Live	✘	<p>Resource Allocation Formula and Leave Policy will be completed by the end of November. Draft patrol plans will be submitted to October Operations Board</p> <p>Request extension to end November</p>	New action	Accept revised deadline	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
5. The Constabulary's target setting process will remain as it is and during BCU performance review, Chief Officers will take into account the Crime and Disorder Reduction Partnership and Local Strategic Partnership performance targets, as some of these may not be aligned with the BCUs' targets	31-Mar-06		Live	✓	Planned as per recommendation	New action		
6. The operating frameworks' effectiveness will be reviewed after twelve months	30Sept-06		Live	✓	Planned as per recommendation	New action		
7. The head of Operational Support will remain as Chief Superintendent	None		Complete	▶		New action	Sign off as complete	
8. Operational Support will remain as one directorate, but functions within Crime Support and Crime Operations will be restructured to have intelligence separate from Operations	31-Dec-05		Live	✓	Planned as per recommendation	New action		
9. Produce a business case to Chief Officers Group for CAPUs to be managed by Operational Support, (retaining locally sited units)	31-Aug-05	30-Nov-05	Live	✗	Business case will be submitted by end October 2005. (Delay due to need for performance data to put the findings of the activity analysis into context).	New action	Accept revised deadline	
10. Corporate decisions will be made on the allocation of SIOs to major investigations and the resource criteria will be managed through Operational Support.	None		Complete	▶		New action	Sign off as complete	
11. The corporate management of CSIs will be from Operational Support with CSIs being locally based	31-Dec-05		Live	✓	Planned as per recommendation	New action		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
12. Produce a business case to COG to increase the number of MSG Inspectors by one within constabulary resources, to ensure that there is one for each geographical area – North, South and West	None		Complete	▶	Approved by COG, MSG Chief Inspector will take up post at the beginning of January 2006. Rank has been upgraded to enable HPD officer to benefit from personal development opportunity. An acting inspector is in post in the interim to provide continuity and to address the issues raised in the Best Value recommendation.	New action	Sign off as complete	
13. A business case to be submitted to COG to consider an increase in Collision Investigation Unit staff together with a succession plan to form a cadre of individuals to be available in case of emergencies	None		Complete	▶	Approved by COG. Two constables have been appointed. A cadre of three other officers have been identified to enable them to be trained and to gain experiential learning on a rolling programme basis, and also to be available in an emergency.	New action	Sign off as complete	
14. Collisions Investigation Unit to increase standard charges for files and reinvest in staff	31-Mar-06		Live	✓	Planned as per recommendation	New action		
15. Maintain the status quo in CIU management	None		Complete	▶	Status quo	New action	Sign off as complete	

5. Information Management and Technology

Owner: Nathan Parry, Director of Information

Approved in December 2003 – 13 recommendations

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✘
5	0	2	4	1

1 recommendation has been superseded.

Recommendation	Original Deadline	Revised Deadline	Status	Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
1 Restructure the current directorates to include an information directorate, to promote and manage all types of information effectively in order to deliver value to the organisation, thereby enabling the Constabulary to make informed decisions aligned with its strategy and to improve performance.	30-Sep-04		Complete	Directorates restructured in October 2004	29-Nov-04		
2 Recruit, select and appoint a police staff Director with appropriate business, IT and IM knowledge and experience to lead, energise, market and manage the directorate, inform strategic decision making, implement the BVR recommendations and be the ambassador of information within the Constabulary.	No later than 1 April 2005		Complete	New Director of Information appointed in October 2004	29-Nov-04		
3 As a matter of urgency, develop, implement and communicate an interim strategy for information management, systems and technology, outlining the principles and framework, using best practice guidance. To include essential decision making processes to provide framework to deliver services effectively and in line with the business strategy.	30-Nov-04		Superseded	Recommendation 3 has been superseded by recommendation 4 as agreed by the Police Authority Committee in November 2004	29-Nov-04		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>4 Develop, implement and communicate comprehensive strategies, policies, standards and decision making processes, using best practice guidance, for information management and technology, in order to provide a framework to deliver services effectively and in line with the Constabulary's business strategy.</p> <p>Key milestones: 4.1 Information Strategy written approved and implementation begun 4.2 Information Systems and Technology strategies written, approved and implementation begun 4.3 Programme of policies (including decision making processes) as they are identified, to be developed and communicated</p>	4.1 30-Jun-04		Complete		Information Management Strategy Complete and agreed at FSG in Nov 2004. Implementation has commenced & has provided significantly improved management information via Performance Dashboard. Work is ongoing to develop further elements of the strategy - specifically data & information models.	29-Nov-04		
	4.2 30-Jun-05	Pend until January 2006	Live	○	<p>Nathan Parry, IT Director, attended the meeting and commented as follows:</p> <ul style="list-style-type: none"> - Implementing Impact (from Richard Enquiry) & RMS will shape the strategy - Regional IT Consultancy has been set up to look at regional strategy which will report at the end of December 2005. - Clarity on the Closing the Gap recommendations will be required ahead of developing a formal strategy as the impact of any consolidation / collaboration options will need to be assessed. <p>Request that the recommendation is pended until January 2006, at which point it should be reassessed.</p>	A & P 9 Sept 2005	Accept revised deadline. At that point, assess recommendation.	
	4.3 Complete		Complete	▶	As new policies are being issued these are being communicated to IT and IM and other staff as per force procedure.	A & P 9 Sept 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>5 Implement and industry wide standard methodology (or equivalent for Information Management) to organise, improve and manage the IT and IM service delivery processes, with the aim of improving quality and long term cost of provision. Ensure that customer facing processes are prioritised.</p> <p>Key Milestones: 5.1 Identify and implement relevant industry standards 5.2 IT Improvement review started - major customer facing processes prioritised and reengineered 5.3 Efficiencies reported to Performance & Efficiency Group 5.4 Agreement and application of Service Management Framework</p>	5.1 31-Dec-04	31-Dec-05	Live	○	<p>IT – ITIL identified and is being implemented. IM –The Code of Practice for Information Management (CoPIM) is statutory and is specific in it requirements for managing information. Final version will be released in January 2006 and the Constabulary will adopt and comply.</p> <p>Propose that this recommendation be signed off as complete as the frameworks are in place.</p>	A & P 9 Sept 2005	Sign off as complete	
	5.2 31-Dec-05		Live	✓	The IT Improvement review started in November 2004 and is prioritising customer facing processes. It also provides quality improvement training to the staff, providing service management disciplines.	A & P 9 Sept 2005		
	5.3 31-Dec-05		Live	✓	Planned as per key milestone	A & P 9 Sept 2005		
	5.4 31-Dec-05		Live	✓	Planned as per key milestone	A & P 9 Sept 2005		
6 Develop and write annual department and team plans for Information Management and Information Technology, as determined by the Constabulary process approved by Force Strategy Group, in order to ensure that the departments' services are aligned with the Constabulary's strategic and annual plans.	Dec-04		Complete		In line with force priorities and communications aims	29-Nov-04		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>7 Develop a performance management framework for Information Technology and Information Management, which is useful to the organisation, includes service standards, is a non-bureaucratic as possible and uses a recognised toolkit. The framework should drive improvements and customer satisfaction.</p> <p>Key Milestones: 7.1 Service Management capability and agreed service standards for projects 7.2 Service Management capability and agreed service standards for existing services 7.3 Service Management capability and agreed service standards for desk top provision</p>	7.1 31-Dec-04	31 Dec 2005	Live	○	Basic reporting (availability vs. planned and unplanned downtime) as core operational services will be in place December 2005. Other services will be reported on in line with implementation of service framework. Revised deadline accepted in Sept 05 A&P	A & P 9 Sept 2005	.	
	7.2 31-Dec-04	31-Mar-06	Live	○	Planned as per key milestone	A & P 9 Sept 2005		
	7.3 31-Dec-04	31-Mar-06	Live	○	Planned as per key milestone	A & P 9 Sept 2005		
<p>8 Develop the culture within Information Technology and Information Management to reflect the customer and outcome focus of the Constabulary, through professionalisation of the departments and their processes, and the use of service standards.</p> <p>Key Milestones: 8.1 Planned and communicated to IT/IM staff activity to implement the Best Value Review recommendations 8.2 Complete Best Value review recommendations</p>	8.1 30-Jun-04	31-Dec-04	Complete			29-Nov-04		
	8.2 31-Dec-04	31-Mar-06	Live	○	Full team meeting to communicate vision, priorities and aims of Information Directorate with focus on effective customer management	A & P 9 Sept 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>9 Develop and promote the concept of the intelligent client within the organisation to ensure that maximum benefits are achieved from the Information Directorate. Realise these through: Helping people in the organisation to use the information effectively to improve performance and be forward-looking, - Developing client relationships through communication and marketing information services to the organisation on a regular and maintained basis.</p> <p>Key Milestones: 9.1 Performance information available and promoted to the clients. 9.2 Client relationships developed.</p>	9.1 31-Mar-06		Complete		IMS have delivered performance dashboard and supported delivery of performance review conference. This service will be provided on a continuous basis. Budget secured for the portal and online information management. Opportunities identified for automated operational information delivered to the frontline policing staff, using NMIS as an operational frontline tool has been agreed at PMU.	29-Nov-04		
	9.2 31-Mar-06		Live	✓	Under the service management framework regular meetings with the service owners and providers will be planned. Clear engagement with COG and key business stakeholders will take place.	A & P 9 Sept 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>10 Develop a corporate information repository in order to facilitate efficient and effective access to and retrieval of information in all formats - electronic and paper. - Develop and implement policies and processes to facilitate the coordinated management of all information to meet legislative requirements and maximise the benefits of information to the organisation. - Improve the Constabulary intranet for use as a knowledge database, with a user specified search facility.</p> <p>Key Milestones: 10.1 Intranet/Internet developed 10.2 Registry - review procedures, including archiving policy</p>	10.1 30-Jun-05	31-Mar-06	Live	x	<p>Nathan Parry, Information director, attended the meeting and reported as follows:</p> <ul style="list-style-type: none"> - As agreed by the PPBV in November 2004, an information audit would no longer be required (inappropriate, expensive and out of date as soon as completed) - The corporate information repository has been replaced by the concept of Sharepoint Portal. - Sharepoint portal is a web based, personalised front page to the intranet, which enables individuals to manage their own information. - The business case has been approved by COG and budget is available for 2005/6. - Designing and building the database will commence in December 2005. - A project team will be set up to determine what will be included and the underlying information structure required- to direct how the application is built up. Corporate policy will be included. <p>Request extension to end March 2006.</p>	A & P 9 Sept 2005	Accept revised deadline.	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
	10.2 30-Jun-05	31-Dec-05	Complete	▶	<p>Nathan Parry, Information director, attended the meeting and reported as follows:</p> <ul style="list-style-type: none"> - A new working model with external company, Fastness, has been agreed. - Model includes an electronic database for easy retrieval of information. This is an improvement on current situation. - Personal files (crime related) are also being stored by the company and the Constabulary is looking to extend the range of files to be stored. The cost is minimal, and less than current arrangements. - Efficiencies through reduction of posts have been achieved in Central Registry as a result of this approach. <p>BVB suggest that the benefits achieved are beyond the original recommendation and proposes that this be signed off as complete.</p>	A & P 9 Sept 2005	Sign off as complete.	
11 Develop and implement a protocol for communications, especially the use of email, to ensure that information and knowledge are used appropriately and effectively targeted.	30-Sep-05	31-Dec-05	Live	○	Head of Marketing and Communications had been recruited. A revised email policy has been issued. A series of communications protocols will be issued for media communication at the end December 2005	A & P 9 Sept 2005	Accept revised deadline.	

Recommendation	Original Deadline	Revised Deadline	Status	Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>12 Develop and implement a cascade briefing system to ensure effective communication and dissemination of information to staff at all levels. (Note: This is not an IT system or an operational briefing system).</p>	30-Sep-05		Complete	<p>Following the liP review in July 2004, (seven months after the IT/IM BVR) the assessors did not identify any development needs in this area. Effective communication and dissemination of information were well recognised.</p>	29-Nov-04		
<p>13 Explore collaboration with other forces on provision of IT services and new systems in order to achieve economies of scale and efficiencies.</p>	30-Sep-05		Complete	<p>Collaboration is an ongoing process and is looked at for all new incentives where applicable.</p>	29-Nov-04		

6. Management of Patrol

Owner: Assistant Chief Constable (Ops), Graham Sunderland

Approved in June 2003 – 3 recommendations

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✘
2	0	0	1	0

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
1 Officers abstraction time should be calculated in hours so that the force is prepared for the implementation of NSPIS HR system and potential changes to the shift system so that a common standard is achieved.	31-Mar-04		Complete		All abstraction time is now calculated in hours.	11th Mar 04		
2 Develop and communicate a force patrol policy to provide a structured framework to manage and support the patrol function, maximise visibility and to underpin the Local Policing Teams.	Draft by 30 Nov2003 and Approval & communicate by 31/01/2004	31 October 2005	Live	○	The only outstanding issue is duty management guidance, which will be provided as part of the Leave policy. This policy was commissioned by Shift Pattern Working Group (SPWG) and is being developed by them in conjunction with P&D. Consultation on the policy has closed and will now be impact assessed and reported to the October RSB Timescales are i. draft policy agreement with ACC Ops by 10 July 2005; ii. consultation (minimum 6 weeks); iii. Impact assessment iv. final policy anticipated to be approved and implemented by 30 October 2005.	A & P 9 Sept 2005		

Recommendation	Original Deadline	Revised Deadline	Status	Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
				<p>Alongside this, the new Variable Shift Arrangements (VSA), applicable to all patrol and community officers, have been consulted and voted on during July & August. The vote was successful and the VSP will be phased in - beginning 1 October 2005, and fully implemented by 1 February 2006.</p> <p>Revised deadline accepted at A&P September 2005</p>			
<p>3 Rationalise existing duty management systems and NSPIS HR training requirements to ensure that standardised information is collected and to ensure that the force is prepared for the implementation of the NSPIS HR duty management system.</p>	31-Mar-04		Complete	<p>The NSPIS Project team facilitated workshops with the Duty management Officers to standardise information, although the spreadsheets used in each BCU will remain different until the introduction of the new system.</p>	11th Mar 04		

7. Police Authority

Owner: Clive Alcock, Chief Executive

Approved in September 2002 – 11 recommendations

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✘
8	0	1	2	0

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
1 Cumbria Police Authority directly employ three full time members of staff and one part time Monitoring Officer, in order to provide advice and an effective and efficient administration to enable the Authority to develop and fulfil its roles and responsibilities. The staff should be located at Police Headquarters, Penrith, at an independent location within the complex, subject to the accommodation review.	01-Apr-03		Complete		Chief Executive/Clerk, Assistant Clerk and Administration Manager all appointed as full time staff. CE acts as Monitoring Officer. Part time Treasurer also appointed.	A & P 13 June 2005		
2 Authority support officers carry out a skills and experience audit of members, develop a training needs analysis for the authority and individual training plans for members	30-Sep-03	28-Feb-06	Live	○	There are 5 new members as a result of the May election, as well as a number of other members who have not responded to the audit questionnaire. The PA Chief Executive proposes that any further work on this point is delayed until after the Association of Police Authorities Assessment & Improvement Framework (PAIP) Action Planning day, on 7 September 2005, is completed. This framework covers the utilisation of members' skills & experience in the Leadership &	A & P 9 Sept 2005	PA will be producing an Action Plan, via the PAIP Framework Planning Day, which will be subject to approval of full Authority. Plan will determine how this issue is to	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
					<p>Development section.</p> <p>Skills audit and TNA of members with training recommendations: An external HR Specialist has been identified, interviewed and commissioned to carry out the work. They are unable to start until 17 Oct 2005 it is unclear whether they will be able to complete by the deadline at this stage, but are hopeful.</p> <p>Recommendation to be reassessed at that point.</p>		<p>be addressed. Plan and progress will be reported to the BV Board in November 2005.</p> <p>BVB propose extending deadline to Feb 28 to allow for Force Structure work.</p>	
<p>3 Use the Association of Police Authority performance indicators to monitor Authority's performance.</p>	01-Apr-03	28-Feb-06	Live	○	<p>APA has not produced PIs yet.</p> <p><i><u>BV Board May comment:</u></i> <i>Proposed that PA should develop its own suite of indicators.</i></p> <p>PA Chief Executive is very reluctant to develop a suite Cumbria PA indicators for following reasons:</p> <ul style="list-style-type: none"> i. Indicators may not be compatible with eventual national position and therefore may not add value ii. Project will require resource to develop and implement, which is disproportionate to benefits and PA priorities iii. Regardless of indicators, PA 	A & P 9 Sept 2005	<p>PA will be producing an Action Plan, via the PAIP Framework Planning Day, which will be subject to approval of full Authority. Plan will determine how principles of performance management of the Authority will be</p>	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
					<p>performance will be inspected and assessed against the APA Framework</p> <p>PA Chief Executive proposes that work on this point commences on publication of APA national indicators.</p> <p>Policy and Performance Officer has been commissioned and has carried out some preparatory work and research. However, PA team contribution to PASAIF follow up, followed by commitment to Police Restructuring project over the next 3 months precludes further progress.</p> <p>Resolving ambiguities resulting from future governance role and level of PA involvement is relevant to the durability of criteria to be adopted and recorded.</p>		<p>achieved. Plan and progress will be reported to the BV Board in November 2005.</p> <p>BVB propose extending deadline to Feb 28 to allow for Force Structure work.</p>	
4 The Authority, in conjunction with the Force, develops a comprehensive communication and consultation strategy, to include an action plan.	30-Oct-03	30-Sep-05	Complete	▶	Joint Community Consultation Strategy is in place, which provides an aspirational framework to develop community consultation. A detailed action plan for 2005/6 was approved at PPBV, May 2005.	A & P 9 Sept 2005		
5 The Force improves the performance management system	30-Dec-06		Live	✓	Performance Management Strategy is in place, including department and team plans. Performance Conference's begin in March 2005 to which Authority is invited.	A & P 9 Sept 2005		
6 A representative group of Police Authority members meet formally with staff associations on a regular basis.	30-Dec-03		Complete		The Personnel Committee meets with staff associations regularly.	A & P 13 June 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
7 The Authority evaluates the Cheshire Independent Custody Visitors Scheme and other Authority's Independent Custody Visitors Schemes and investigates adoption of identified elements of the scheme to improve the current service where appropriate.	31-Dec-03		Complete		New scheme, incorporating best practice from Cheshire and other forces, has been in place since 17 September 2004,	A & P 13 June 2005		
8 The Authority improves the quality of the Section 96 meetings. The Action Plan should include: <ul style="list-style-type: none"> ▪ Setting minimum standards for meetings (facilities, agenda, publicity, health and safety, common working practices) ▪ Induction and training of the Section 96 secretaries ▪ Encourage greater use of IT by the Section 96 secretaries ▪ Investigate the most effective method of communicating the meetings (as part of recommendation 4) ▪ Sharing good practice and experience between Area ▪ Ensure there is feedback and an audit on actions from previous meetings 	31-Dec-03	30 Sept 05	Complete	▶	<p>Consultation strategy in place and is continually being assessed (see recommendation 4).</p> <p>The PA has developed the relationship with the Section 96 secretaries to address the issues raised during the review. Having a full time authority staff enables issues and feedback to be addressed as and when required. Training of the secretaries has also been formalised and developed – e.g. Race & Diversity training is to be delivered w/c 11/7/05. .</p>	A & P 9 Sept 2005		
9 Improve member's knowledge of policing via a 'link' scheme. (Individual members accompany/observe police and support staff on certain operational duties, in consultation with the Chief Constable).	23-Apr-03		Complete		Link scheme in place since September 2003.	A & P 13 June 2005		
10 Expand the seminar approach to brief members on specialist topics. In particular, to consult with members on: Budget and Finance, Strategy Development (and links with budget), New Initiatives and Agenda setting meetings, Feedback for Crime and Disorder and Local Strategic Partnerships	25-Apr-03		Complete		Pre-meeting seminars and Authority 'away days' in place since April 2003.	A & P 13 June 2005		
11 All members to have an email address and internet access at home with equipment provided as necessary	30-Apr-03		Complete		All members have email and internet access. The Authority also now has its own website.	A & P 13 June 2005		

8. Stores and Procurement

Owner: Mike Thompson, Director of Finance

Approved in November 2004 – 13 recommendations

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✗
8	0	0	2	3

Recommendation	Original Deadline	Revised Deadline	Status	Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
1 That the Constabulary continues to provide the Stores / Supplies service in-house.	30-Nov-04		Complete	Status quo therefore no implementation plan required.	A & P 13 June 2005		
2 That the Constabulary Stores function operates within restricted opening time and provides appointments only for uniform and equipment.	31-Mar-05		Complete	This has now been implemented in line with new financial year.	A & P 13 June 2005		
3 That the Constabulary makes use of the existing Tranman system's stock control facility to provide stock management for the Stores function.	30-Apr-05		Complete	This has now been implemented in line with new financial year.	A & P 13 June 2005		
4 That the Constabulary ensures authorisation of all issues against delegated budgets and items over a specific value.	31-Mar-05		Complete	Implemented. To enable requests to be more easily managed, new electronic forms have been introduced for stock, non-stock and printing requisitions. Discussions have been arranged with a company offering alternative e-solutions (free) that more easily	A & P 13 June 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
					enables authorisation and progression to order, issue or quote.			
5 That the Constabulary applies devolved resource management (DRM) to specific budgets only, centralising the uniform and equipment budget to Stores at a minimum.	31-Mar-05		Complete		Implemented. There is concern that the uniform budget has been overspent for the past 3 years and time will be needed to be allowed for the reasons to be found..	A & P 13 June 2005		
6 That the Constabulary makes a policy decision to only allow orders from a restricted list of stationery items, which will be the most economical and value for money as determined by the experts within Stores and Procurement.	30-Jun-05	31 December 2005	Live	○	Actions to complete this recommendation have been further delayed due to discussions with the lead force GMP, who tender this contract on behalf of the region. Recommendations within GMP have threatened to break up this contract and exclude Cumbria and North Wales. However, on the positive side, we have agreed that a new contract should be tendered for, the basis of which will be a restricted core list of products. The new contract should be in place by November; it is suggested that it would be less demanding on the department's resources and less disruptive for users, to coincide the implementation of a core list with a new contract. Agreed to 31 December deadline.	A & P 9 Sept 2005		
7. That the agreement of Chief Officers be sought for the removal of tunics from uniform entitlement, after which the Constabulary would no longer require tunics to be worn by officers.	30-Apr-05	30 July 2005	Complete	▶	Agreement of Chief Officers obtained for removal of tunics from initial issue. Further work ongoing to determine cost/benefit of hiring tunic. Paper is completed and is with Chief Officers for consideration. Chief Officer Group on 3 October determined that there should be no changes to current practices.	A & P 9 Sept 2005	Sign off as complete	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
8. That the Constabulary set targets to reduce spending on specific budget lines – uniform and equipment, stationery and computer consumables	01-Apr-05		Complete		The Uniform and equipment budget has been centralised but the stationery and computer consumables budgets remain decentralised. As the spend from all three budgets is already almost all bought from regional or national collaborative arrangements, there is no obvious opportunity for Procurement to improve price. It is proposed that the target for each is 3% and work will begin once the department is fully resourced to examine the potential areas for cost reduction to achieve the target.	A & P 13 June 2005		
9. That the Constabulary develops a comprehensive supplies document.	30-May-05	28-Feb-05	Live	○	There have been many pressures on the department this year and the effects of the Carlisle Recovery have not enabled the Procurement Unit to effect as much development work as it would have liked. Although the Procurement Development Officer is working on this document and continuing to make good progress, this is a major piece of work that is taking longer than anticipated. At present the department is involved in a major move and this is causing a further delay. BVB proposed that the deadline be extended to end Feb 2006 to allow enough time to complete the work.	A & P 9 Sept 2005	Accept revised deadline	
10. That the Constabulary lists entitlements for all roles and ranks, including when to wear specialist kit, to be agreed by the Officer Safety Committee and Chief Officers. <i>Details of entitlements should not be for publication, but details of who and when to wear should be publicised and form part of the supplies document (Recommendation 9)</i>	30-May-05	28-Feb-05	Live	○	As above. BVB proposed that the deadline be extended to end Feb 2006 to allow enough time to complete the work.	A & P 9 Sept 2005	Accept revised deadline	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
11. That the Constabulary provides unlimited internet access to key Stores and Procurement staff to reduce research time and enable direct ordering from suppliers.	31-Mar-05	31 May 2005	Complete	▶	Nathan Parry, Information Director attended and reported the following: <ul style="list-style-type: none"> - Opening up all sites on the internet increases the risks. These can be controlled through buying expensive and extensive management tools. - Practical solution has been agreed as follows: - IT provide a stand-alone PC to Procurement (not connected to network); no other applications are on the PC; Procurement do not use email or hotmail on the PC; Procurement use this PC to search for goods and services and then request the pages required as normal if necessary; PSD will audit. 	A & P 9 Sept 2005	Sign off as complete	
12. That the Constabulary clarifies the roles and links between Stores and Procurement once within the new directorate	31-Mar-05		Complete		Implemented. Revised structure agreed and necessary budget for additional staff members secured in order to maximise procurement savings.	A & P 13 June 2005		
13. That the Constabulary sets targets for cashable savings to be achieved by the procurement function on an annual basis.	31-Mar-05	31-Jul-05	Complete		Work has been delayed by involvement in the storms response and recovery, plus development of relocation options at request of DCC. Procurement will set targets for savings on an annual basis once the new structure has been fully implemented (i.e. all posts filled). It is proposed therefore that for 2005/6 a statement be produced on the potential for savings for each of the areas of spend identified in the Gershon Review i.e. Energy, Travel, Vehicles, IT, Temporary Staff, Professional Services, Office Supplies and Telecommunications.	A & P 13 June 2005	Ethos has been addressed. Expect to see 2006/7 targets arise through planning and budgeting process. Complete	