

**CUMBRIA POLICE AUTHORITY  
Audit and Performance Committee**

**4 December 2006**

**Agenda Item No 9**

**2005/06 BASELINE ASSESSMENT**

**A report by the Chief Constable**

**SUMMARY**

The annual HMIC Baseline Assessment, which provides a qualitative assessment of Constabulary performance, was published on 24<sup>th</sup> October 2006. It evaluates 23 frameworks against a set of grading criteria and identifies a set of strengths and areas for improvement for each.

In summary, the assessment shows that Constabulary performance has improved in 14 areas and remained stable for the others, with the delivery grades awarded as 9 Good, 11 Fair and 3 Poor.

The areas for improvement are being managed within the Constabulary's performance management framework and will be monitored through appropriate action plans. This process is underway with appropriate owners tasked to provide an update on the current position.

**RECOMMENDATION**

It is recommended that members note the report.

**Michael Baxter  
Chief Constable**

**DETAIL**

The Baseline Assessment grades for Cumbria were awarded as follows:

Summary of Judgements	Grade	Direction of Travel
<b>Citizen Focus</b>		
Fairness and Equality in Service Delivery	Good	Improved
Neighbourhood Policing and Problem Solving	Good	Improved
Customer Service and Accessibility	Good	Improved
Professional Standards	Fair	Not Graded
<b>Reducing Crime</b>		
Volume Crime Reduction	Good	Improved
<b>Investigating Crime</b>		
Managing Critical Incidents and Major Crime	Poor	Stable
Tackling Serious and Organised Criminality	Poor	Stable
Volume Crime Investigation	Good	Improved
Improving Forensic Performance	Good	Stable
Criminal Justice Processes	Fair	Improved
<b>Promoting Safety</b>		
Reducing Anti-Social Behaviour	Good	Improved
Protecting Vulnerable People	Fair	Stable
<b>Providing Assistance</b>		
Contact Management	Fair	Stable
Providing Specialist Operational Support	Fair	Improved
Strategic Roads Policing	Fair	Improved
<b>Resource Use</b>		
Human Resource Management	Fair	Improved
Training, Development and Organisational Learning	Poor	Stable
Race and Diversity	Fair	Improved
Managing Financial and Physical Resources	Fair	Stable
Information Management	Fair	Improved
National Intelligence Model	Fair	Improved
<b>Leadership and Direction</b>		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Good	Improved

**Context**

The Baseline Assessment is a qualitative assessment based on a comprehensive self-assessment undertaken by the Constabulary between January and March 2006. It forms part of the overall police performance assessment, which was also published on 24<sup>th</sup> October 2006.

Each framework is assessed against a set of specific grading criteria, resulting in a delivery grade of Excellent, Good, Fair or Poor. Each framework is also given a direction of travel, which shows whether performance has improved, remained stable, or deteriorated when compared to the previous year.

For each framework, a set of strengths and areas for improvement are also listed. As an example, an extract from the 2005/06 report is shown overleaf.

## 1A Fairness and Equality in Service Delivery

Grade: Good

Direction of Travel: Improved

### Contextual Factors

- Cumbria Constabulary continues to embrace the Government's citizen focus agenda. The establishment of LPTs is the focus of delivery of services locally and in partnership with other agencies and the community. The constabulary has links with key community groups and is developing an independent advisory group (IAG) at a strategic level. There is strong leadership allied to significant efforts to engage communities.

### Strengths

- The constabulary demonstrates strong Association of Chief Police Officers (ACPO) leadership in respect of all fairness and equality issues. It has a broad spectrum of membership, association and engagement with relevant bodies.

### Work-in-Progress

- The constabulary has engaged the services of the Cumbria disability network to assist with the development of the disability equality scheme and, as such, the constabulary is undergoing a baseline assessment. This is an essential element of diversity and should continue to be driven by the confidence and equality board.

### Areas for Improvement

- Work is in progress to identify a corporate method of gathering and analysing community intelligence. Currently, community intelligence that involves crimes or community issues outside of the level 1 and level 2 control strategies is not effectively analysed.

## Analysis

The headline outcomes of this assessment are:

- 14 improved areas.
- No performance deterioration.
- Acceptable level of performance or better in 20 frameworks.
- Poor grade for three frameworks; "Managing Serious Incidents and Major Crime", "Tackling Serious and Organised Criminality", "Training, Development and Organisational Learning".
- Strong performance for "Citizen Focus" and "Leadership and Direction".

Some of these points are now examined in more detail.

### *Leadership and Direction*

At this challenging time for the Constabulary, in the wake of amalgamation activity, it is extremely encouraging to receive affirmation that both Leadership and Performance Management are strong areas for the Constabulary, with each being graded as Good and Improved.

### *Citizen Focus*

The Constabulary's own consultation survey shows that the public are more satisfied with the services that they received in 2005/06. Satisfaction with the overall service has increased from 69% in 2004/05 to nearly 75% in 2005/06.

This is supported by a strong performance in the Baseline Assessment for those frameworks within the Citizen Focus domain. Three frameworks have been graded as Good and Improved, including "Fairness and Equality in Service Delivery" and "Customer Service and Accessibility".

### *Poor Grades*

For some time, the Constabulary has acknowledged that issues surrounding Protective Services<sup>1</sup> capacity and capability need to be addressed, and this was one of the drivers for amalgamation with Lancashire Constabulary. This is reflected in the assessment with Poor grades for both "Managing Critical Incidents and Major Crime", and "Tackling Serious and Organised Crime".

These issues are now being considered within the Resolve Programme, which is examining how best to move forward in light of the Home Office decision not to support amalgamations.

"Training, Development and Organisational Learning" was also given a Poor grade. Despite a more challenging set of assessment criteria, the performance within this area has remained stable, reflecting the significant amount of work done to address areas for improvement during the previous twelve months.

### *Overall*

This is a positive assessment for the Constabulary and a solid foundation for moving forward. Performance was at the required standard, or better, for 20 frameworks, with year-on-year improvements seen in 14 areas.

## **Next Steps**

### *Priority Setting*

The results from the 2006 Baseline Assessment will be fed into the 2007/08 priority setting process to be considered alongside other drivers for change.

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<sup>1</sup> Serious and Organised Crime, Public Order, Critical Incident Management, Civil Contingencies and Emergency Planning, Strategic Roads Policing, Major Crime, Counter Terrorism.

*Addressing Areas for Improvement*

Areas for improvement (AFIs) identified within the report are now being considered by the Constabulary. Briefly, an owner has been identified for each AFI and has been asked to provide detail on the action to be taken, the current position, and timescales for completion.

The input from action owners will be collated, managed and tracked centrally by the Strategic Development Department. This will ensure that all AFIs are addressed in the appropriate way and that Her Majesty's Inspectorate of Constabulary can get a snapshot of progress when required, minimising unnecessary intrusion across the Constabulary.

**Conclusion**

The annual Baseline Assessment has shown the Constabulary to be an effective organisation, demonstrating continuous improvement through strong leadership.

Inevitably there are areas for improvement, but the mechanisms are in place to ensure that improvements and change are managed effectively.