

**Cumbria Police Authority
Audit and Performance Committee**

4 December 2006

Agenda Item No 13

Best Value Implementation Progress Report

A report by the Chief Constable

Summary

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

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.

That the committee approve the formal closure of the following reviews:

- Driver Training
- Management of Patrol

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 2006*



Cumbria Constabulary Best Value

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Summary of Progress

Number of recommendations requiring sign off	25
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The following Best value review implementation schedules have previously been signed off as complete and removed from the schedule.

Training

Stores and Procurement

Crime Management & Recording

Scientific Support

Firearms

Ill Health Retirement & Injury Pensions

Health Management (Sickness)

Public Order Management

Community Safety

1. Anti-Bureaucracy

Owner – Jane Sauntson/Deputy Director Strategic Development
Approved in November 2004 - 18 recommendations. 5 superseded.

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✘
9	3	0	1	0

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p><i>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.</i></p>	31-Mar-05		Superseded	-	<p><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></p> <p><i>For information, the paper at Appendix 1 explains the new approach.</i></p>	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		
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. For information, the paper at Appendix 1 explains the new approach.</i>	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
<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>	<p>5.1 30-Aug-05</p>		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 3 Nov 2005		
	<p>5.2 31-Mar-06</p>		Superseded	The requirements of this recommendation will be addressed by the implementation of Recommendation 10 of the Information Management and Technology BVR.	A & P 3 Nov 2005	Recommend inclusion in IT/IM BVR – Action NO 14	
	<p>5.3 30-Jun-06</p>		Superseded	Recommendations 5+6 have therefore been integrated with Recommendation 10 of the Information Management and Technology BVR and included as 14 New Actions.	A & P 3 Nov 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>	<p>6.1 30-Aug-05</p>		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 3 Nov 2005		
	<p>6.2 31-Mar-06</p>		Superseded	The requirements of this recommendation will be addressed by the implementation of Recommendation 10 of the Information	A & P 3 Nov 2005	Recommend inclusion in IT/IM BVR –	

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		Superseded	Management and Technology BVR. Recommendations 5+6 have therefore been integrated with Recommendation 10 of the Information Management and Technology BVR and included as 14 New Actions.	A & P 3 Nov 2005	New Action 14	
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		Complete	This recommendation has been affected by the national Airwave project and its delayed implementation (not within the control of the Constabulary). There are a number of work streams that are being progressed within Programme Management Unit (PMU) concerning mobile data, including involvement in the national project. The Board accepts that this activity has been formerly accepted as a task within PMU and will be progressed by the unit in line with national initiatives.	A & P 3 Nov 2005		

Recommendation	Original Deadline	Revised Deadline	Status	Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
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		
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		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>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.</p>	30-Sept-05	31-Jan-06	Complete	▶	<p>This was put on hold due to Resourcing issues and the amalgamation work. In addition, PESG has not met for several months and Resolve project currently utilises staff from Strategic Development.</p> <p>Reducing Bureaucracy Efficiencies are identified on the Constabulary efficiency plan and reported to the Home Office.</p> <p>Recommend Closure.</p>	A & P 3 Nov 2005	BVB recommends closure of action.	
<p>14 Improve policy processes so that:</p> <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	Complete		<p>Revised policy process has been approved on a six-month trial from 30th January 2006. The comprehensive overhaul should ensure that elements identified in this recommendation have been addressed.</p>	A & P 3 Nov 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>15 Revise the Bright Spark process:</p> <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. <p>Report back to Best Value Board on progress and performance of revised campaign.</p>	31-Oct-05	31-Jan-06	Live	○	<p>Re-launch did not happen as result of amalgamation work. Resources within Strategic Development currently deployed to Resolve or have returned to BCU</p> <p>Request extension to end December 06 to plan further action and link in with Resolve</p>	A & P 3 Nov 2005	BVB recommends extension as requested	
<p>16 Set and monitor devolved efficiency targets from 2006/7 onwards.</p>	Set Dec 2005. Monitoring from October 2006.		Complete	▶	<p>Regular reporting to Chief Officer Group and Audit and performance of quarterly progress against targets.</p> <p>Recommendation is now completed.</p>	A & P 3 Nov 2005	BVB recommends closure	
<p>17 Carry out process inspections, involving frontline police officers.</p>	Pilot inspections by 30-Sept-05.		Complete		<p>Inspection methodology drafted and piloted in West Cumbria. Inspection looked at file processes and resulted in the introduction of more robust management arrangements. Another process inspection is to be piloted in Operational Support. A paper outlining the approach will be drafted for COG.</p>	A & P 3 Nov 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	2	0	0	1

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 1.2 Implementation of shift pattern</p>	1.1 01-Nov-05		Complete	▶	<p>Feedback from completed consultation was referred to the ACC (Ops) who requested assurances that staff are aligned to demand, as far as possible. Insp Bathgate tasked with associated research as part of SPWG role. Priority has been given to implementation of operational shift patterns.</p> <p>In addition, other work concerning contact management and the possibility of 101 implementation may have an effect on demand. Any changes in shift pattern should be looked at at this point outside of the BV process. It is proposed that this recommendation is closed.</p>	A & P 3 Nov 2005	BVB recommends closure	

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.	A & P 3 Nov 2005	BVB recommends closure	
	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>	A & P 3 Nov 2005	BVB recommends closure	

Recommendation	Original Deadline	Revised Deadline	Status	Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
	2.3 31-Dec-05	April 2006	Complete	<p>▶ Training for National Call Handling Standards is being progressed with the first revised package in November 06.</p> <p>At the present time the Effective Contact Management review is considering demand management, which has a direct bearing upon the call handling function, if we choose to move from the existing demand management configuration.</p> <p>Performance Management (Inc Measures) and regular reviews of staffing levels. This continuous improvement programme will be recommended as part of ECMR.</p> <p>The constabulary is also a signatory to Wave 2 of the national 101 project for implementation by 6/07. The impact cannot be quantified at this time.</p> <p>The constabulary is conducting outline work in relation to a new command & control and call-handling platform, which would also impact upon this action.</p> <p>The requirement for an increase in staffing levels is subject to these dependencies..</p>	A & P 3 Nov 2005	BVB recommends closure	

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 for frame-work 1-Apr-06 for deployment	Live	x	<p>Training is being developed for National Call Handling Standards. Quarter1 2007 agreed implementation dates.</p> <p>Performance framework developed for OS including performance measures for the communications centre. Implementation of ECM will deliver embedded Quality and Continuous Improvement.</p> <p>Request revised deadline of April 2007</p>	A & P 3 Nov 2005	That the board accepts the revised deadline of April 2007	

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	1	0	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)		Complete	▶	The driver training catch-up programme is now complete. 11 standard catch up courses have been provided & backlog is cleared	A & P 3 Nov 2005	BVB recommends closure	
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		

4. Empowered BCUs and Operational Support

Owner: Graham Sunderland – ACC Operations

Approved in August 2005 – 15 recommendations. 2 superseded.

Complete – signed off by Authority	Complete – requires sign off	Live – within original timescales	Live – within revised approved timescale	Live – in exception & outside timescale
	▶	✓	○	✗
9	2	1	0	1

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>1. Adopt an operating framework for BCUs:</p> <ul style="list-style-type: none"> a. With clear chief officer ownership b. Based on corporate agreement with commanders c. Regularly reviewed via the Boards d. Kept up to date by a nominated point of contact e. Commanders and Directors can request changes <p>BCUs will have their structure and staffing levels agreed during the annual planning process</p>	30-Sept-05		Complete		Operation framework in place. Date of the next review is March 2006	A & P 3 Nov 2005		
<p>2. Review the effectiveness of the service levels identified in the operating frameworks as part of the performance review process.</p>	31-Dec-06		Live	✓	Planned as per recommendation	A & P 3 Nov 2005		

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-06	Live	x	<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 accepted the refined model but pended any decisions resulting from it because of amalgamation.</p> <p>The model will be refreshed post amalgamation .</p> <p>Request extension to end November 2006.</p>	A & P 3 Nov 2005	BVB recommends extension as requested	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
4. Each BCU will develop a patrol plan based on the Merseyside Model	30-Sept-05	30-Nov-05	Complete		<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>West – A patrol plan incorporating annual leave criteria has been produced and was submitted to HQ as requested</p> <p>North – BCU Patrol plan developed and taken to January OPS Board for approval, now finalised</p> <p>South - BCU Patrol plan has been completed and submitted to Ops board</p>	A & P 3 Nov 2005		
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		Complete		Completed as per recommendation	A & P 3 Nov 2005		
6. The operating frameworks' effectiveness will be reviewed after twelve months	30Sept-06		Superseded		<p>Will now need to link in with Resolve.</p> <p>No need to set a new review date.</p>	A & P 3 Nov 2005	BVB recommends closure	
7. The head of Operational Support will remain as Chief Superintendent	None		Complete			A & P 3 Nov 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
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	28-Feb-06	Complete		The structure has been designed and formally agreed by ACC. It will be formally implemented in late February 2006	A & P 3 Nov 2005		
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	Superseded		DI Lee Johnson as part of the Resolve Protective Services Programme is developing the new business case. It is expected that the 1 st draft will be available by the end of September 2006. Recommend Closure, as this action has now become part of the Resolve programme.	A&P 3 Nov 2005	BVB recommends closure	
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			A & P 3 Nov 2005		
11. The corporate management of CSIs will be from Operational Support with CSIs being locally based	31-Dec-05	30-Apr-06	Complete	▶	Action completed as planned, the implementation date was moved to 1/4/06. This was recommended by the Area Finance Managers it being easier to coordinate the transfer of both personnel and finance with the new financial year.	A & P 3 Nov 2005	BVB recommends closure	
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	A & P 3 Nov 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
					recommendation.			
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.	A & P 3 Nov 2005		
14. Collisions Investigation Unit to increase standard charges for files and reinvest in staff	31-Mar-06		Live	x	After careful and detailed consideration by Supt OS it has been shown that it is not financial viable to complete this recommendation. Further information from ACC Ops requested for advice by end October 2006	A & P 3 Nov 2005	Recommend pending decision until further information obtained	
15. Maintain the status quo in CIU management	None		Complete		Status quo	A & P 3 Nov 2005		

5. Information Management and Technology

Owner: Nathan Parry, Director of Information

Approved in December 2003 – 14 recommendations. 2 superseded. 1 new action

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

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	28-Feb-07	Live	x	<p>An outline strategy will be produced by the end of November covering:</p> <ul style="list-style-type: none"> • IT Infrastructure • Information Systems • Telecommunications (Inc Airwave) • Identification of a policy and decision making framework and an appropriate Improvement programme. <p>The completed strategy including a detailed programme of work will be defined and presented at the end of February 2007 in line with confirmation of decisions relating to SLEUTH.</p>	A & P 3 Nov 2005	BVB recommends extension	
	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		

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<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	Complete	▶	<p>IT – ITIL identified and is being implemented.</p> <p>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 3 Nov 2005	BVB recommends closure	
	5.2 31-Dec-05		Complete	▶	<p>Update – IT Improvement review has now concluded. Improvements identified and delivered centred on the Service Desk environment.</p> <p>Focus is now on ensuring that efficiencies are documented and delivered as part of the 2005/6 2006/7 cycle</p> <p>Final report to BVB 09/02/06</p>	A & P 3 Nov 2005	BVB recommends closure	
	5.3 31-Dec-05		Complete	▶	<p>Cashable Efficiencies agreed and factored into 2006/7 budgets</p> <p>Non cashable efficiencies identified and submitted to Efficiency Manager for review</p>	A & P 3 Nov 2005	BVB recommends closure	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
	5.4 31-Dec-05		Complete	▶	Framework agreed by all appropriate boards Trial SLA's in place for some aspects of the Case and Custody Service and the INI service (Vetting and Intelligence tool) Service availability reports for core operational service groupings in place	A & P 3 Nov 2005	BVB recommends closure	
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		
7 Develop a performance management framework for Information Technology and Information Management, which is useful to the organisation, includes service standards, is as non-bureaucratic as possible and uses a recognised toolkit. The framework should drive improvements and customer satisfaction.	7.1 31-Dec-04	31-Dec-05	Complete	▶	Service portfolio defined for all of the information directorate Development of services now forms part of the project requirements within PMU and needs to be completed prior to project closure	A & P 3 Nov 2005	BVB recommends closure	
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	7.2 31-Dec-04	31-Mar-06	Complete	▶	SLAs where in place are tracked Service availability for core operational services now recorded and managed Rolling programme of service definition as opportunities arise with suppliers and customers. Focus on high priority systems and services e.g. command and control Recommend closure of action	A & P 3 Nov 2005	BVB recommends closure	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
	7.3 31-Dec-04	31-Mar-06	Complete	▶	Service Management capability in place and progressive implementation of ITIL disciplines ongoing. Service desk performance monitored A service for desktop will form part of the service work in 7.2 Recommend closure of action	A & P 3 Nov 2005	BVB recommends closure	
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. Key Milestones: 8.1 Planned and communicated to IT/IM staff activity to implement the Best Value Review recommendations 8.2 Implementation	8.1 30-Jun-04	31-Dec-04	Complete	▶		29-Nov-04		
	8.2 31-Dec-04	31-Mar-06	Complete	▶	Full team meeting to communicate vision, priorities and aims of Information Directorate with focus on effective customer management. Work ongoing. Recommend closure of action	A & P 3 Nov 2005	BVB recommends closure	

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>	<p>9.1 31-Mar-06</p>		Complete	▶	<p>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.</p>	29-Nov-04	BVB recommends closure	
<p>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>9.2 31-Mar-06</p>		Complete	▶	<p>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.</p> <p>IT team restructured to provide more effective service into PMU. Working relationships have improved significantly.</p> <p>New roles created within IT (service administrators) to delivery more effectively service performance to clients.</p> <p>Fortnightly Demand management meetings within IT are used to support the prioritisation of work with recommendations and decisions minuted and customers informed directly.</p> <p>Recommend Closure</p>	A & P 3 Nov 2005	BVB recommends closure	

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>	<p>10.1 30-Jun-05</p>	31-Mar-06	Superseded	Included in 14 New Actions	A & P 3 Nov 2005	Included in 14 New Actions	
	<p>10.2 30-Jun-05</p>	31-Dec-05	Complete	<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 3 Nov 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>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.</p>	30-Sep-05	31-Dec-05	Complete	▶	<p>Internal communication strategy Feb 06 Implementation of new communications infrastructure supported by clear protocols</p> <p>Internal communications strategy needs revision post amalgamation due to slippage as a result of staff being abstracted. However content and strategic direction remain valid</p> <p>New communications products developed with consistent design and branding supported by protocols where required</p> <p>It is not clear that there is significant value in developing and then monitoring an email policy as this is more successfully delivered via effective management rather than procedure</p> <p>Recommend Closure (see 14 New Actions)</p>	A & P 9 Sept 2005	BVB recommends closure	
<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		

Recommendation	Original Deadline	Revised Deadline	Status	Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>14 New Actions</p> <p>Anti Bureaucracy 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. 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>IT/IM 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>	30-Jun-05	December 2007	New Action	<p>Capital funding of £75 000 has been secured to implement a SharePoint Portal. This will deliver a new communications environment, which will include a robust document management facility.</p> <p>The scope of this work will include replacing:</p> <ul style="list-style-type: none"> • The Intranet • Public Folders\Policies <p>And will create a significant information repository.</p> <p>The planning stage is due for completion at the end of November 2006. Consultants have been appointed from HP to conduct and deliver this work. The Head of Marketing and Communications is currently working with a group of Graphics consultants for the design elements of the new SharePoint portal.</p> <p>Initial implementation will be delivered in Quarter 1 2007 (Jan – March). With a rolling programme of content migration throughout 2007 which will be totally complete by the end of Quarter 4 2007 (Oct – Dec). Feedback – costings to be reviewed as part of the planning stage, report due end Nov 06 to ensure funding already secured is adequate.</p>			

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
	▶	✓	○	✘
0	3	0	0	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	Complete	▶	i. The only outstanding issue is duty management guidance, which will be provided as part of the Leave policy. Leave Policy approved at RSB 16/11/05 (October board was cancelled)	A & P 3 Nov 2005	BVB recommends closure	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<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	BVB recommends closure	

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	1	0	0	2

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	✘	Police Authority unable to provide an update for Feb Board Referred to Clive Alcock On hold due to shortage of staff at present.	A & P 3 Nov 2005		
3 Use the Association of Police Authority performance indicators to monitor Authority's performance.	01-Apr-03	28-Feb-06	Live	✘	Police Authority unable to provide an update for Feb Board Referred to Clive Alcock On hold due to shortage of staff at present.	A & P 3 Nov 2005		

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
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		Complete	▶	Significant improvements have been made in performance management arrangements including corporate and BCU performance development conferences, cascaded planning, individual performance measures, PDR, Performance Inspector support to Commanders, inspections, Finance and Personnel performance scrutiny.	A & P 9 Sept 2005	BVB recommends closure	
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 June05		
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 	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</p>	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
previous meetings					w/c 11/7/05. .			
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. User Satisfaction

Owner:

Approved in November 2005 – 10 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	8	0	0	2

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
1. The Constabulary should ensure that enquiry counter staff have timely access to the information necessary to respond to requests from members of the public	31/12/05		Complete	▶	Enquiry office staff has intranet access to the knowledge database used by call handlers. The KDB contains telephone info and an alphabetical index of information, which satisfies call handler requirements.	New Action	BVB recommends closure	
2. Amend the Volume Crime Policy to include individual responsibilities for keeping victims informed, in compliance with National Quality of Service Commitment Standards.	31/12/05	31-Mar-06	Live	✗	<p>The need to include other legislation (statutory charging and R+D Risk assessment to policy) has delayed the development of this policy</p> <p>A programme of communication explaining the Victims Code of Practice to officers has been implemented</p> <p>Request further extension to January – delay due to amalgamation work taking priority.</p> <p>Planned approach to be remitted to next BVB on 25 October 2006.</p>	New Action	BVB recommends extension as requested	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
<p>3. Adopt a customer-focused approach to initial contact information. Provide information to victims and witnesses to comply with the National Quality of Service Commitment Standards, and support the Constabulary's corporate image.</p>	31/12/05	31-Mar-06	Live	✘	<p>The QoSC implementation plan has been reviewed in light of the impact of amalgamation activity and some additional actions identified to ensure compliance by November 2006. This includes raising the profile of QoSC through an internal marketing campaign, to make staff aware of their obligations and how to deal with customers and victims. Significant work has already been done regarding implementation of the Victims' code of Practice, including a substantial marketing and training campaign. The work identified for implementation of QoSC will compliment this and see this action completed.</p> <p>Request new deadline of 31st October 2006.</p>	New Action	BVB recommends extension as requested	
<p>4. Civilianise police duties at Enquiry Counters to provide a more efficient and customer-focused service to the public and reduce bureaucracy for police officers</p>	01/02/06		Complete	▶	<p>Affected staff have been issued with a letter to explain the changes and a copy of their amended role profile. Areas were tasked with ensuring that relevant training is provided, and this was scheduled in to be provided by the ATOs prior to 1 February 2006.</p>	New Action	BVB recommends closure	
<p>5. Reduce unnecessary bureaucracy in the Home Office Road Transport process for production of documents</p>	30/11/05	31-Mar-06	Complete	▶	<p>West and South training complete. North training now complete.</p> <p>Recommend closure of the recommendation</p>	New Action	BVB recommends closure	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
6. Procedures should ensure the proper issue of Home Office Road Transport forms to members of the public, to avoid unnecessary bureaucracy later	30/11/05	31-Mar-06	Complete	▶	West and South training complete. North training now complete. Recommend closure of the recommendation	New Action	BVB recommends closure	
7. Include 'User Satisfaction' performance measures in the Performance Development Processes on a regular basis, in order to raise the profile of user satisfaction within the Constabulary and maintain performance	January 2006		Complete	▶	User satisfaction will be included in PDC in April 2006 and then at intervals appropriate to the available data.	New Action	BVB recommends closure	
8. In order to maintain current performance levels, include quality of victim contact in inspection regime, where performance and risk analysis indicates this action	To coincide with inspection regime implementation (30/11/05)		Complete	▶	Quality of victim contact will be inspected if, following implementation of actions regarding volume crime policy, performance trends indicate the requirement.	New Action	BVB recommends closure	

Recommendation	Original Deadline	Revised Deadline	Status		Position Statement	Last Date it went to Police Authority	Best Value Board Recommends	Change
9. Consider using Activity Based Costing to monitor performance in user service activities.	31/10/05		Complete	▶	Relevant information has been forwarded to the Efficiency manager (responsible for ABC wef 01/01/06) for consideration at the next data collection change request in August 2006	New Action	BVB recommends closure	
10. Recommend further research into the cause of satisfaction levels of BME users being lower than that of white respondents	05/01/06		Complete	▶	Consultation with 500 BME residents in Cumbria has resulted in a 10 point plan to improve the ways in which we provide our service to our BME communities.	New Action	BVB recommends closure	