



MANAGEMENT AUDIT UNIT

CUMBRIA POLICE INTERNAL AUDIT REPORT

PLANNING AND PERFORMANCE MANAGEMENT

SOUTH AREA BCU AND WEST AREA BCU

Draft Report Issued: January 2006
Final Report Issued: February 2006

1.0 INTRODUCTION

- 1.1 This audit was carried out to review the controls in place over planning and performance management at BCU (Basic Command Unit) level. It does not seek to review the performance of individual BCU's, but assesses the extent to which systems are in place to enable this to be done efficiently and effectively. The audit was included in the annual audit plan agreed by the Police Authority because these controls are a key part of the Authority's overall SIC (Statement of Internal Control). Performance management has also been highlighted as a major risk for the Constabulary.
- 1.2 The Constabulary's Risk Register includes the risk that "*Accurate and timely performance information is not available*". Details in the Register are as follows:

Summary of Impacts	Control Strategy
<ol style="list-style-type: none"> 1. Accurate performance against targets is produced manually. 2. Performance figures differ between centre and local areas prohibiting easy comparison across area. 3. Managers do not have the right information to direct performance across teams. 4. Potential delays in addressing trend problems due to the fact that the information is not available. 5. Prioritisation of resource is done on best information available, currently this data is out of date and potentially misleading. 	<ol style="list-style-type: none"> 1. Development of performance management dashboard is underway with a prototype currently available. 2. Implementation of new systems capability through NMIS etc which will provide a <i>single version of the truth</i>. 3. Improved crime recording processes will improve timeliness of data (telephone recording) and new systems implementation should improve data accuracy (e.g. RMS) 4. Definition of MI requirements jointly with the Police authority will help drive the development of new products for delivery to the Constabulary.

- 1.3 The audit review was based on a review of planning and performance records and discussions with local Performance Managers at South and West Area BCU's - Peter Huddart and Gary Slater. The scope of the review was agreed with Jenny Davies, Director of Strategic Development. A brief meeting was also held with the Area Commander (Dee Collins) at the end of the audit visit to Kendal, but the Area Commander for West BCU was not available at the date of the visit to Workington.
- 1.4 The audits were carried out in December 2005 (South) and January 2006 (West), but are reported together as the systems for planning and performance management are very similar and based on information and guidance generated centrally by the Information Management and Strategic Development Departments.
- 1.5 The recommendations made in this report are graded in accordance with their perceived importance. The grading falls into the following categories:
- Grade 1: Major recommendation that indicates a fundamental control weakness that must be addressed.
 - Grade 2: Recommendation which should be addressed in order to establish a satisfactory level of internal control.
 - Grade 3: Minor recommendation made to improve the system under review.
- 1.6 Recommendations to this report are included as Appendix 1 – Summary of Recommendations & Action Plan.

2.0 OVERALL EVALUATION & CONCLUSION

2.1 The evaluation of controls is based on testing carried out at the time of the audit, usually based on sampling. Management Audit assesses the controls operating in each audited area as ‘good’, ‘satisfactory’, ‘fair’ or ‘weak’. This assessment is based on the number and grading of recommendations made.

2.2 Controls have been evaluated as follows:

CONTROL AREA	REPORT SECTION	EVALUATION
Local consultation	4.1	Good
Drafting and approval of local plans	4.2	Satisfactory/Good
Communication	4.3	Good
Performance reporting	4.4	Satisfactory/Good
Response to HMIC	4.5	Good
OVERALL EVALUATION		Good

2.3 Consultation with the public is carried out on a regular and systematic basis and the results are duly reflected in BCU plans. There is an annual public survey and also attendance at local groups. Every attempt is made to involve a representative cross-section of the local community. There are also regular meetings with local CDRP’s. Staff consultation is being developed, and may be better taken forward via group consultation rather than on an individual basis.

2.4 It was confirmed that BCU plans were in line with the corporate Policing Plan and that BCU plans also reflected the requirements of the National Intelligence Model, by including issues raised in Area Strategic Assessments. The plans had been duly approved, but corporate approval was not until July, and future plans should ideally be agreed sooner.

2.5 The Constabulary may want to consider moving BCU planning onto a 3 year cycle which would alleviate, to some extent, the artificial year-end cut-off for plans. This would also have the advantage of aligning with CDRP planning timescales and better enable a transparent link between BCU and CDRP targets.

2.6 The baseline for target setting may also need review – future targets were based on estimated 2004/05 full-year data. There is a risk that this baseline is not properly representative, and a longer “rolling average” may be more appropriate.

2.7 The BCU plans were supported by team plans for Local Policing Teams/departments, which were of a high standard. Inclusion of timescales and performance outcomes in these plans would enhance them further.

2.8 Plans had been effectively communicated to staff within the BCU.

2.9 Performance monitoring arrangements are now well developed and quarterly corporate Performance Development Conferences are a key focus for this. Both BCU’s had responded positively to these and could demonstrate that information/explanations required had been provided.

2.10 Good use was also being made of the comprehensive performance information on the Force Performance Dashboard system – including daily information reviews, weekly reports to the ACC (Operations) and review of monthly BCU performance packs. Local Performance Development Conferences are also held where performance is reviewed by the BCU management team. This includes a review of the latest performance pack information as well as a review of other business plan targets, which are not recorded in the Performance Dashboard.

- 2.11 Evidence for the review of business plan targets which do not form part of the central performance system could be improved, to demonstrate that objectives are being achieved. This might include an internal annual review of the plan to highlight which tasks need to be carried forward to the next period.
- 2.12 Individual performance appraisals (PDR's) are being carried out on a regular basis and statistics on these are included in monthly performance packs and are discussed at SMT's. In West Area, team appraisal is being developed and there is a proposal to introduce Dept/LPT mini PDC's to complement the Area and Force PDC's.
- 2.13 Overall the systems in place to plan, control and report performance are operating well and this has also been endorsed by recent re-inspection reviews carried out by HMIC. The BCU Performance Managers play an integral role in ensuring these systems operate in practice.

3.0 AUDIT SCOPE

- 3.1 The original scope for this review was based on guidance contained in the "Rough Guide to the SIC", produced by CIPFA (Chartered Institute of Public Finance and Accountancy). This was used in reviews of North Area BCU and Operational Support in December 2004. After discussion with the Director of Strategic Development, a more focussed scope was agreed, to concentrate on areas where work was done in BCU's, rather than corporately. Following concerns raised by the ACC (Organisational Development and Partnerships), it was confirmed that the revised scope did not duplicate work done by HMIC.
- 3.2 Key control areas and associated risks are set out below:

<i>Key Control Area</i>	<i>Report section</i>	<i>Key Potential Risks</i>
Planning		
Local consultation	4.1	<ul style="list-style-type: none"> Public and key partners are not consulted Views elicited may not be representative of whole community
Drafting and approval of local plans	4.2	<ul style="list-style-type: none"> Plan does not reflect outcomes of consultation Plan does not accord with Constabulary objectives Plan does not reflect the requirements of National Intelligence Model (NIM) Plan is not approved by management Plan not broken down into operational unit plans
Communication	4.3	<ul style="list-style-type: none"> Plan is not effectively communicated to staff, public and interested third parties
Performance Management		
Reporting	4.4	<ul style="list-style-type: none"> Reports are irregular Reports are out-of-date Reports are not easily understood Reports are not reviewed by management Reports do not use comparative data Does not link to agreed BCU plan BCU does not respond promptly or fully to corporate queries on performance
Effective response to issues raised by HMIC	4.5	<ul style="list-style-type: none"> HMIC not satisfied with BCU response

- 3.3 The accuracy and completeness of performance data is not included in this review as it is specifically reviewed by the Audit Commission.

4.0 DETAILED FINDINGS & RECOMMENDATIONS

4.1 LOCAL CONSULTATION

CONTROL	COMMENT	EVALUATION	REC. REF.
<p>Public and key partners are adequately consulted on priorities for local policing</p>	<p>Public Public consultation is carried out on an annual basis and the corporate IMS department prepares reports based on this.</p> <p>Consultation for use in 2005/06 plans was carried out in autumn 2004. 2,506 people participated and results were made available at a corporate level and at a local level, by analysing by postcode.</p> <p>To supplement the consultation survey, local focus groups were also convened and outcomes summarised for use in planning. Countywide, these involved around 100 people.</p> <p>The public consultation was timely and informed production of plans.</p> <p>Statutory liaison Senior Police staff and PA Members attend quarterly statutory Police Community Liaison Forums (Section 96 meetings) to hear public concerns. These are minuted and a sample was reviewed.</p> <p>Partners Senior Police staff and PA Members attend regular Crime & Disorder Reduction Partnership (CDRP) meetings. These are minuted and a sample was reviewed.</p> <p>Staff Staff consultation was carried out for 2006/07 planning, using a survey asking individual staff what they thought were the Constabulary's priorities. Results have been forwarded to Strategic Development Department to feed into planning process. There had been a low response rate to this initiative.</p> <p>No staff consultation is carried out on a group basis.</p> <p>Other liaison Police Officers also regularly attend Parish Council meetings in their areas.</p>	<p>Good</p>	

CONTROL	COMMENT	EVALUATION	REC. REF.
<p>Consultation reaches all sections of the local community</p>	<p>The corporate public consultation survey gives an analysis of respondents by age, gender, ethnic origin and sociological grouping (ACORN classification).</p> <p>A record is also maintained of Police contacts split down by types of diversity so that views of all sections of society are obtained.</p> <p>Monthly Community Information Reassurance reports are also collated which reflect intelligence gathered in the community. This also influences what areas are prioritised for action.</p>	<p>Good</p>	
RECOMMENDATIONS			
<p>R1</p>	<p>More feedback may be obtained from staff consultation if this was done on a group basis, rather than individually. As regular team meetings are held, this could perhaps be incorporated into existing schedules, and results fed up the organisation.</p>		

4.2 DRAFTING AND APPROVAL OF LOCAL PLANS

CONTROL	COMMENT	EVALUATION	REC. REF.
<p>Plan duly reflects outcomes of local consultation</p>	<p>South</p> <p>The public consultation survey for Kendal Town LPT highlights the most important areas of Policing from the public's perspective: The top three were,</p> <ul style="list-style-type: none"> • Crime prevention; • Dealing with prolific offenders; • Efficient response rate to incidents. <p>These are reflected in the BCU plan; for example, crime reduction has a separate section with specific targets. These are required, in any case, as they are one of the thirteen statutory headline performance areas required under the Police Performance Assessment Framework (PPAF).</p> <p>There is a specific action as part of crime reduction to <i>prioritise activities in respect of prolific and persistent offenders. This is one of the 6 South Area BCU priorities in 2005/06.</i></p> <p>There are also targets to respond to incidents within specific timescales, divided between urban and rural incidents.</p> <p>The latter two areas directly reflect priority issues from local consultation.</p> <p>West</p> <p>The recommended priorities for Allerdale and Copeland focus groups were obtained and checked to the BCU plan. The 3 key areas raised were:</p> <ul style="list-style-type: none"> • community presence, • improved/more personal communication • dealing with prolific offenders <p>These were all reflected in the priorities in the BCU plan.</p> <p>Specific measures included developing LPT access centres, police surgeries and having PCSO (Police Community Support Officers) in target communities.</p> <p>Further testing was done to confirm the extent to which issues arising from the Cleator Moor focus group had fed into the Rural Copeland team plan.</p>	<p>Good</p>	

CONTROL	COMMENT	EVALUATION	REC. REF.
Plan accords with Constabulary objectives	<p>The South and West BCU plans are consistent with the Constabulary Policing Plan and this is stated in the plans.</p> <p>All the BCU plans have been quality assured by Strategic Development to ensure that they are consistent with the Constabulary Policing Plan.</p> <p>A sample of targets was agreed from a breakdown of Constabulary targets to the South and West Area plans.</p> <p>All plans (whether corporate or BCU) are based on PPAF structure so there is an inbuilt congruence running through these.</p>	Good	
Plan reflects the requirements of National Intelligence Model (NIM)	<p>NIM compliance is evidenced by linking the objectives and priorities in the BCU plan with the findings from the BCU Strategic Assessment.</p> <p>The Area Strategic Assessments (ASA's) are updated every 6 months based on activity and intelligence received. The April 2005 assessments were obtained to check that these were reflected in the BCU plans. These were the most current ASA's at the date plans were drafted. The ASA's provided an in-depth analysis of main crime areas, with changes from the last assessment and forecasts for the future period.</p> <p>It was confirmed that both BCU plans adequately reflected issues in the ASA's. No details are given here as the information is classified as confidential.</p>	Good	
Plan is approved by management	<p>BCU plans are approved by the local Senior Management Teams (SMT) and submitted to Force HQ for formal approval.</p> <p>It was noted that annual BCU plans were not agreed until July 2005, 4 months into the year to which they relate. One advantage of this is that actual performance data for the prior year is available, but it is not timely for communication/dissemination of plans.</p> <p>Moving to a 3 year planning cycle (with regular updates) may be a way of speeding up the process. This could tie in to longer-term target setting and avoid anomalies over year on year targets.</p> <p>Better co-ordination may also be achieved with CDRP's who set 3-year targets. See comments in Performance Management section also.</p>	Satisfactory	

CONTROL	COMMENT	EVALUATION	REC. REF.
Plan is broken down into operational unit plans	<p>Departmental plans have been produced for each of the teams within the two BCU areas. A sample of plans was reviewed as part of the audit.</p> <p>The plans clearly showed priorities and objectives, and had detailed action plans with named staff accountable for implementing these.</p> <p>The local plans for West area did not show timescales for action or link to performance outcomes.</p>	Satisfactory	
RECOMMENDATIONS			
R2	The Constabulary should ensure that BCU and supporting plans are in place at the start of each year. This may be achieved by moving to a longer planning period (say 3 years), so that on an annual basis, plans just need to be updated.		
R3	West Area BCU should require local plans to show timescales for action and a link to performance outcomes. This will assist in monitoring subsequent progress against local plans.		

4.3 COMMUNICATION OF PLANS

CONTROL	COMMENT	EVALUATION	REC. REF.
Plans are effectively communicated to staff, public and interested third parties	<p>The BCU plans are distributed to team leaders (Dept Heads/LPT Inspectors) who then cascade plans to their own teams.</p> <p>Targets are not split down from BCU plans to local plans, but BCU targets are clearly displayed on posters in the stations. It would not be practicable to subdivide volume targets down to below BCU level.</p> <p>BCU plans are internal documents and are not made available to the public. Published policing plans are at Force level and include an annual Policing Plan and a 3 year Joint Strategy Plan (Constabulary & Police Authority). There is also a summary version of the above which is available to the public – “The Blueprint for Policing in Cumbria 2005- 08”.</p> <p>BCU plans are available to interested third parties – for example, the CDRP’s.</p>	Good	

4.4 PERFORMANCE REPORTING

CONTROL	COMMENT	EVALUATION	REC. REF.
<p>Regular and up-to-date performance reports are produced</p>	<p>Daily performance information Core performance data is input via the central Crime Input Bureau in Barrow on a daily basis. This feeds a database which is available to users as the “Performance Dashboard” (PD) on the Force intranet.</p> <p>All team managers can access the PD and information from here is used to inform daily staff briefings.</p> <p>Targets It was noted that no targets were included on the PD for a number of crime types – for example, criminal damage, theft etc.</p> <p>Annual targets have been set based on achieving specific targets at a Force level over a 3 year-period. A detailed document on this was provided by Strategic Development and a sample of figures were checked to BCU plans.</p> <p>It was noted that baseline data for target-setting was based on one year only (2004/05) – if 2004/05 was a typical/average year, this would be reasonable. In some instances, 2004/05 was not typical (eg theft of motor vehicles in West Cumbria was very low) so setting targets on this single base year could be challenged.</p> <p>The targets for 2005/08 were set based on predicted outcomes for 2004/05 as at December 2004. The Strategic Development document noted that there was scope for aligning targets with those set by the CDRP’s. The CDRP’s set targets based on reducing crime by 15% over 3 years.</p> <p>South Sample of targets agreed to plan, except for Theft of a vehicle – local plan had 315 as target, but Force target setting document has 214. The PD has 214 so this has been used for monitoring so the minor error in plan is just typographical.</p> <p>West Sample of targets all agreed to plan.</p>	<p>Good</p>	

CONTROL	COMMENT	EVALUATION	REC. REF.
<p>Regular and up-to-date performance reports are produced and action is taken as a result of information presented</p>	<p>Weekly briefing Information from the PD is also used to construct a weekly report for the Assistant Chief Constable (Operations). The report focuses on the number of crimes by type and shows for each BCU, the annual target which is converted into a daily and weekly target for monitoring purposes.</p> <p>The daily/weekly targets are amended during the year to reflect crime levels to date. For example, if crime is greater than target, the weekly targets for the remainder of the year become more stringent. This sometimes results in negative targets (if yearly target is exceeded before the full year has gone).</p> <p>The PD is colour coded and red areas mean that a target is being exceeded. On the weekly reports to the ACC, the Area Performance Managers need to demonstrate that action is being taken on all red areas eg examples of specific operations.</p> <p>Monthly performance packs Monthly performance reports for each BCU are produced by the Information Management Section (IMS). Managers are emailed when these are available and can view/extract these from the Constabulary intranet. Reports are made available on a timely basis so that up-to-date information can be used for decision-making.</p>	<p>Good</p>	

CONTROL	COMMENT	EVALUATION	REC. REF.
<p>Performance reports are comprehensive and easily understood</p>	<p>The Performance Development Pack is a very comprehensive document. This review examined the information in the detailed Area development packs, which are prepared for each BCU.</p> <p>There is also a Force Development Pack which shows information for the whole Constabulary. The Packs are divided into 6 sections, which reflect PPAF domains:</p> <p>Section 1 (PPAF Domain 1 – Reducing Crime) Includes crime volumes split into priority and non-priority areas. Much detailed information on crime levels, changes from comparative periods and projections for the future are shown. Additional sub-categories are shown for violent crime to better understand where the increases are arising.</p> <p>Section 2 (PPAF Domain 2 – Investigating Crime) Looks at detections – again these are split down by crime type and LPT area. Comprehensive comparative information is also included (see below).</p> <p>Section 3 (PPAF Domain 3 – Promoting Safety) Public Safety</p> <p>Section 4 (PPAF Domain 4 – Providing Assistance) This area includes KSI (Killed & Seriously Injured) statistics for Road Traffic Accidents.</p> <p>Section 5 (PPAF Domain B – Resource Use) Resource usage – no details in Force pack but Force pack includes PDR (Performance Development Review) and attendance data, by BCU.</p> <p>Section 6 (PPAF Domain A) Citizen focus</p> <p>Some sections of the Performance pack are undergoing development, but there is already plentiful performance information to inform management.</p>	<p>Good</p>	

CONTROL	COMMENT	EVALUATION	REC. REF.
<p>Performance reports are reviewed by management</p>	<p>Performance is reviewed quarterly at formal Force Performance Development Conferences, which are attended by all BCU's.</p> <p>In preparation for these, local Performance Development Conferences (PDC) are held – using the same data.</p> <p>Papers were reviewed for these at both South and West areas to demonstrate that there is in-depth review at these meetings.</p> <p>There are also monthly interim PDC's reviews attended by the Assistant Chief Constable and the BCU Commanders, which are held in the intervening months between the formal quarterly PDC's.</p> <p>For South Area, performance is a regular agenda item at the monthly SMT meetings. This was evidenced by minutes where a number of performance issues were discussed.</p> <p>For West Area, performance is only covered at monthly SMT by exception, as an in-depth review is done at the quarterly local PDC.</p>		
<p>Reports make use of relevant comparative data to help understand performance in context</p>	<p>The monthly performance reports do include comparative data. The October 2005 report was reviewed as an example:</p> <p>National comparisons Bar charts using iquanta data are included to show comparisons of crime level, by type, to most similar BCU's elsewhere in the country.</p> <p>Local comparisons Performance is shown for each of the LPT areas in the BCU's and year-to-date data is compared to previous year-to-date data, as well as the current month compared to the same month in the previous year. This is done to reflect the seasonal variations in crime.</p>	<p>Good</p>	

CONTROL	COMMENT	EVALUATION	REC. REF.
<p>Performance reporting is clearly linked to BCU plan and an annual report is produced</p>	<p>As stated above, the BCU plans have a separate section for each of the PPAF areas and this structure is replicated in the performance packs, so there is a direct link between plans and performance management.</p> <p>South The SMT agreed an Area Plan Management Process at its meeting of 31 August 2005, whereby responsible managers provide updates to the Performance Inspector to update the plan. Examples of updates were seen at the audit visit and the plan had been updated in early December.</p> <p>A more regular formal update may be advisable to keep track of plan areas that fall outside the regular performance management data reports.</p> <p>West The main focus of local performance management is the quarterly PDC. The areas that are not covered in the Performance Dashboard or the monthly performance packs, are picked up at the local PDC. An informal record is maintained and there was evidence to support progress against actions, but this could be improved by adopting a more formal report, after each local PDC.</p> <p>Annual reports Annual reports are produced in a corporate format for each BCU and these set out performance against key targets.</p> <p>No annual report is made of the business plan as such. Most numerical performance data will roll forward into the next year as comparative data, but it may be useful to report on completion of specific tasks so that any not finished, can be included in the next plan.</p> <p>Team performance management West area is developing mini PDC's for LPT's and Departments and plans to carry these out in between the formal quarterly Area/Force PDC's. Performance output templates will be completed prior to these reviews.</p> <p>The LPT Inspectors are also developing formal review mechanisms for each of their teams (led by a Sergeant). This includes a detailed breakdown of performance data, which can be fed into individual PDR's.</p>	<p>Satisfactory</p>	

CONTROL	COMMENT	EVALUATION	REC. REF.
Performance reporting is clearly linked to BCU plan and an annual report is produced	<p>This framework completes the chain of performance management from Constabulary down to individual level.</p> <p>Individual performance management Statistics on completion of performance appraisals (PDR's) are included in the Force Performance Pack. Progress on these is included at both South and West BCU SMT's.</p>	Satisfactory	
BCU responds promptly and fully to corporate queries on performance	Both BCU's could demonstrate that comprehensive written responses are provided to requests for information following Force PDC's.	Good	

RECOMMENDATIONS	
R4	<p>Further consideration should be given to target setting, in the following areas</p> <ul style="list-style-type: none"> • Include targets for reduction for all crime types, to include, for example, criminal damage and theft; • Setting targets based on average crime levels over a period longer than one year, to avoid any unrepresentative baseline data; • Aligning the targets with CDRP 3-year targets in a transparent & consistent way.
R5	A more formal update report of progress against task objectives in the BCU plans would better demonstrate progress against these. Perhaps a quarterly update of the relevant plan targets could be used. This would exclude any numerical performance data, which is adequately reported via regular data reports from IMU.
R6	A brief internal annual report on task completion might also be useful to show what has been completed, and what needs to be considered to carry forward to the new plan.
R7	South Area BCU should consider introducing interim Departmental/LPT level PDC's, based on the West Area BCU proposals.

4.5 EFFECTIVE RESPONSE TO ISSUES RAISED BY HMIC

CONTROL	COMMENT	EVALUATION	REC. REF.
BCU's have responded adequately to recommendations made by HMIC on performance management	<p>Both BCU's had received HMIC inspections in 2004, which included the same recommendation, that a more robust performance management regime was required.</p> <p>Both BCU's had received re-inspections in summer 2005 which concluded that significant progress had been made.</p>	Good	

SUMMARY OF RECOMMENDATIONS & ACTION PLAN
(TO BE COMPLETED BY POLICE HQ)

REPORT REFERENCE	GRADE	RECOMMENDATION	ASSOCIATED RISK	PERSON RESPONSIBLE (to be completed by client)	AGREED / INTENDED ACTION (to be completed by client)	IMPLEMENTATION DATE (to be completed by client)
R1	3	More feedback may be obtained from staff consultation if this was done on a group basis, rather than individually. As regular team meetings are held, this could perhaps be incorporated into existing schedules, and results fed up the organisation.	Insufficient/unrepresentative staff input to planning	Strategic Development	Action for 2006/7 Included in draft Consultation Action Plan for 2006/7. This will require BCU and OS Performance Inspectors to lead and ensure consultation 'Focus Groups' are held to coincide with the planning cycle.	March 2007
R2	2	The Constabulary should ensure that BCU and supporting plans are in place at the start of each year. This may be achieved by moving to a longer planning period (say 3 years), so that on an annual basis, plans just need to be updated.	Plans not agreed on a timely basis	Strategic Development	An action plan is already in place to address this, with all planning documents (Constabulary Plan, BCU Plans, Departmental Plans, Annual Report and Local Policing Summaries) mapped out, in terms of submissions to Chief Officer Group and Police Authority for approval. The BCU plans will be signed off by the Chief Officer group on March 20	March 2006
R3	2	West Area BCU should require local plans to show timescales for action and a link to performance outcomes. This will assist in monitoring subsequent progress against local plans.	Difficult to monitor progress against targets	Strategic Development/ Area Commanders	This will be addressed through BCU planning in 2006	March 2006

SUMMARY OF RECOMMENDATIONS & ACTION PLAN
(TO BE COMPLETED BY POLICE HQ)

REPORT REFERENCE	GRADE	RECOMMENDATION	ASSOCIATED RISK	PERSON RESPONSIBLE (to be completed by client)	AGREED / INTENDED ACTION (to be completed by client)	IMPLEMENTATION DATE (to be completed by client)
R4	2	<p>Further consideration should be given to target setting, in the following areas</p> <ul style="list-style-type: none"> • Include targets for reduction for all crime types, to include, for example, criminal damage and theft; • Setting targets based on average crime levels over a period longer than one year, to avoid any unrepresentative baseline data; • Aligning the targets with CDRP 3-year targets in a transparent & consistent way. 	Inconsistency and potential unfairness in setting targets	Strategic Planning	<p>Recommendation not agreed</p> <ul style="list-style-type: none"> • Targets are set to measure what matters most and to provide focus. Targets are reviewed annually. • Targets are set to recognise performance in previous year and to maintain a trajectory to meet the 2007/8 final target year. • It is not possible to fully align with CDRP targets as some are unrealistic and do not link with NIM (e.g. Pedal cycle theft). Our target setting document has aligned where appropriate to CDRP three-year targets (Theft from Motor Vehicle and Theft of Motor vehicle). This will be reviewed again in 2008 at the end of the current target setting period. 	Not agreed
R5	2	A more formal update report of progress against task objectives in the BCU plans would better demonstrate progress against these. Perhaps a quarterly update of the relevant plan targets could be used. This would exclude any numerical performance data, which is adequately reported via regular data reports from IMU.	Lack of clarity/completeness on task completion	Area Commanders	It is suggested that this is done twice a year in unity to avoid unnecessary bureaucracy.	During 2006/07
R6	3	A brief internal annual report on task completion might also be useful to show what has been completed, and what needs to be considered to carry forward to the new plan.	Lack of clarity/completeness on task completion	Area Commanders/Strategic Development	BCUs to complete individual responses. Strategic Development to collate.	June 2006

REPORT REFERENCE	GRADE	RECOMMENDATION	ASSOCIATED RISK	PERSON RESPONSIBLE (to be completed by client)	AGREED / INTENDED ACTION (to be completed by client)	IMPLEMENTATION DATE (to be completed by client)
R7	2	South Area BCU should consider introducing interim Departmental/LPT level PDC's, based on the West Area BCU proposals.	Reviews of performance not in enough detail	Area Commander South	South Cumbria have implemented West Cumbria's approach in relation to interim PDCs.	February 2006

ACTION PLAN AGREED BY:	Neil Rhodes, Assistant Chief Constable	DATE:	February 2006
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