



## CUMBRIA POLICE AUTHORITY

### POLICING PLAN AND PERFORMANCE COMMITTEE

Minutes of a Meeting of the Policing Plan and Performance Committee held on Monday 22 February 2010 in Conference Room 1, Police Headquarters, Carleton Hall, Penrith, commencing at 10.30am.

#### PRESENT

Mrs C Egan (Chair)

Mr R Cole  
Mr P Everingham  
Ms B Furneaux

Mr P Thornton  
Mrs L Shaw

#### Also Present:

Assistant Chief Constable (Mr J Graham)  
Acting Director Strategic Development (Ms J Sauntson)  
Head of Financial Services (Mr R Marshall)  
Policy & Performance Officer (Ms N Brooker)  
Community Engagement Officer (Mrs J Thornborrow)  
Committee Services Officer (Ms J Hardwick)

#### PART I – ITEMS CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC.

##### 43. APOLOGIES FOR ABSENCE

Apologies for absence were received from Ms E Barraclough and Mr J Woolley.

##### 44. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC

There were no items of urgent business to be considered by the Committee.

**RESOLVED,** that, under section 100A(4) of the Local Government Act 1972, (as amended), the press and public be excluded from the meeting during consideration of the following items on the grounds that they involve the likely disclosure of exempt information as defined in the paragraph indicated in Part 1 of Schedule 12A to the Act –

<u>Item</u>	<u>Title</u>	<u>Paragraph</u>
9	Estates Working Group Minutes	3 & 7

##### 45. DISCLOSURE OF PERSONAL INTERESTS



There were no disclosures of any personal interest relating to any item on the Agenda.

#### **46. MINUTES**

The Minutes of the meeting of the Committee held on 25 January 2010 had been circulated with the agenda for the meeting.

In response to a question, the Acting Director of Strategic Development confirmed that the training for operational officers and vital police staff in relation to DASH (Domestic Abuse Stalking and Harassment) had been completed.

Members asked what was happening in relation to the funding of the MARAC. Assistant Chief Constable Graham advised that some difficulties were being experienced and that the Chief Constable had now intervened to progress the matter. It was proposed that the Authority's lead member for domestic abuse arrange a meeting with Assistant Chief Constable Skeer to be updated on the situation.

In relation to the target measure for the Constabulary for sickness a member asked whether or not the Constabulary had a target to propose. The Acting Director of Strategic Development advised that work was still being carried out in relation to this, although she did advise that she could give an overall costing of sickness. A member asked whether or not a separate code was input into the Constabulary's accounts in relation to sickness. The Head of Financial Services advised that as the majority of officers and staff were paid a monthly salary they did not complete a weekly time sheet and therefore a change in activity was not separately coded. Members proposed that if the Constabulary were to introduce the Police Objective Analysis system then a process for monitoring and analysing the cost of sickness to the force could be implemented as a management tool.

The Policy and Performance Officer stated that the Authority's Personnel Committee took a more in-depth look at levels of sickness including down to department level. Assistant Chief Constable Graham stated that the Constabulary were committed to reducing sickness levels as by doing this would increase officer and staff visibility resulting in increased public confidence.

A member asked whether or not the funding for the Scafell Project had been secured. Assistant Chief Constable Graham advised that the county DAAT (Drug and Alcohol Team) and the Safer Stronger Thematic Partnership (SSTP) had contributed £132k between them which left £12-£13k of funding still to be found. He stated that it was the intention of partners to integrate the financing of the project within the Criminal Justice Board to avoid the same problems in future years.

#### **RESOLVED,**

that, the

- (i) Minutes of the Policing Plan and Performance Committee meeting held on 25 January 2009, be



- confirmed as a correct record and signed by the Chair;  
and
- (ii) Authority's Domestic Abuse lead member to arrange a meeting with Assistant Chief Constable Skeer in relation to funding for the MARAC.

#### **47. QUARTERLY PERFORMANCE REPORT**

Assistant Chief Constable (ACC) Graham introduced a report which detailed the Constabulary's performance for quarter three in delivering the Policing Plan for 2009-12. Overall performance was good with all crime down by 9% resulting in 2,300 fewer victims of crime; burglary was down by 4% and the number of Anti-Social Behaviour incidents had fallen by 2,900. Confidence in the Constabulary was high at 55.5% which compared favourably against both the national target and against the other most similar forces.

There had been significant improvement in the Constabulary's delivery of the Policing Pledge in particular with regard to the standardisation and improved content of the Safer, Stronger Communities meetings. The Constabulary had been re-inspected at the beginning of February, the results of which were still to be announced, with the next inspection to be carried out before the end of the year.

ACC Graham advised that a sub-group of the Constabulary's Confidence Board would ensure the current momentum in relation to the Policing Pledge was maintained and all officers and staff were accountable. In relation to how the Constabulary deals with dissatisfaction in relation to the Policing Pledge a pilot scheme was currently in operation to deal with such issues, the results of which should be known by the end of February.

A member asked what was happening in relation to neighbourhood management with partners. The Acting Director advised that as the Constabulary's Structures Review was not yet complete it was not possible to identify as present where all the Neighbourhood Policing Teams (NPT) would be located in the future. Members were concerned that, in the current economic climate, partner agencies such as councils and local authorities would no longer be able to allocate resources to such initiatives.

Members were pleased to note that the number of Anti-Social Behaviour incidents had fallen, especially in relation to young people. This could be attributed in part to the work undertaken by PCSOs (Police Community Support Officers) within communities.

A member asked what was happening in relation to the Constabulary's Volunteers Scheme as this project had now closed. ACC Graham advised that the Constabulary had 20 volunteers although some had indicated that they wanted to leave the scheme. Chief Inspector Dufty had been tasked to look at other forces and their infrastructure for volunteers within the next month. Members agreed that the role and function of the volunteers should be clear to motivate and retain them.



Members noted that the project was now closed and asked that for this, and all projects, that an end of project report should be provided to the Authority's Change Management Working Group when projects were complete. This should identify any issues and how the project was now embedded into business as usual.

Members were then guided through the areas of performance where the Constabulary were in exception. The following areas were discussed.

#### Public Confidence

The Acting Director advised that this had dropped by a small amount, however the Constabulary was on track to meet the end of year target.

#### Sanction Detection rates for all hate crimes

Members asked whether the figure should be a rate or percentage. The Acting Director advised that this should be a percentage on the current position and that overall the numbers of hate crimes and incidents reported were much lower than in previous years.

#### Complaints locally resolved within 40 days

A lot of new measures had been implemented by the Professional Standards Department to improve performance within this area which was coming to fruition. More detailed reports in relation to performance in this area were provided to the Authority's Professional Standards Committee for them to monitor more closely this area of performance.

#### Complaints about incivility

The Constabulary were in the process of creating a profile of claims of incivility to identify any trends and common issues. Again this would be reported in full to the Authority's Professional Standards Committee.

#### 999 calls abandoned after 10 seconds

Members were concerned that although the number of calls to the Constabulary was decreasing the number of calls abandoned were increasing and asked what the Constabulary were doing to improve performance. The Acting Director advised that the Constabulary were creating an action plan to tackle this performance issue and also looking at how other forces performed. She stated that there was an issue with the current telephony system and recurring technical failures.

ACC Graham advised that the Constabulary were not receiving complaints in relation to this issue and that there would at the end of May be a new Command and Control system which would resolve the technical difficulties currently being experienced.



One member asked whether the current system could identify overall and individual performance and whether staff were provided with this information. ACC Graham advised that the current system could not provide individual analysis although weekly information was provided to the communication centres. It was understood that the new Command and Control system would be able to provide individual information. A member from the Authority had already, and would be visiting again, the Constabulary's communications centres. It was agreed to highlight to them the performance issues and concerns of the members of the committee and await that member's findings.

The Acting Director advised that a report was to be presented to the Constabulary's Senior Management Forum in relation to this matter and that a copy of the report would be presented to the next meeting of the committee in May.

Members also discussed the following issues.

#### Priority Improvement - Tackling Serious and Organised Crime

The Acting Director informed members that NPT officers were being provided with tools to identify any changes to the neighbourhoods that they patrolled, engage with all members of the community and develop community intelligence. This would be crucial in preventing people from getting involved in violent extremism as vulnerable individuals and locations can be identified and supported.

#### Sanction Detections Class A Drugs

ACC Graham advised that as the Crown Prosecution Service (CPS) now prosecuted multiple drug charges as a single conspiracy to supply charge this would mean a new baseline for the future performance of the Constabulary.

#### Ratio of Assets recovered per 1,000 population

ACC Graham informed members that the Constabulary were on track to achieve the end of year target, however due to the length of time it took to recover assets and the court process to issue confiscation orders following court cases, quarterly targets were not always achieved. Members asked that for future reports this explanation be provided and how the targets for each of the BCU's were set.

#### Priority Improvement – Tackling Dangerous Offenders and the Most Serious kinds of Violent Crime

Members were concerned to note that the Constabulary were waiting on guidance from the NPIA (National Police Improvement Agency) in order that new policies could be further developed. The Acting Director advised that the NPIA did have a timetable for the guidance to be produced and that the Constabulary were utilising current policies until the new ones could be completed and implemented.

A discussion took place on dealing with people with mental health issues. ACC Graham advised that following the Bradley report the ACPO (Association of Chief



Police Officers) were developing a strategy. He had had a meeting with representatives from Health services and agreed that joint training of front line staff would be progressed. ACC Graham advised that student officers were now going to organisations who helped people with mental ill health to gain greater knowledge and understanding of issues which they may encounter whilst performing their duties.

Members discussed the issues which arose around places of safety and why it was important that health services took a more proactive role in providing such places rather than relying upon the Constabulary to provide them. Updates on progress would be provided to the Authority's Professional Standards Committee.

#### Assault causing physical injury

Members asked whether or not a more stretching target should be agreed for future years. The Acting Director advised that there was to be a change to reporting.

#### Visibility of Neighbourhood Policing Teams

The Acting Director stated that overall the target had been achieved. It was noted that due to a number of incidents such as two rapes, officers had been extracted from NPT's in West BCU to deal with them. ACC Graham stated that following the Confidence Review it would be the intention not to abstract officers from NPT's to deal with such incidents.

A member asked whether the dip in visibility during August was due to annual leave and the Acting Director confirmed that it was. Members were interested to know how this would affect the overall confidence figures.

#### Police Officer and Staff Sickness

Members were disappointed to see no significant improvement in sickness figures. The Acting Director advised that the Constabulary had recently introduced an Attendance Management Policy which was a more robust process. Fuller details of this policy and its implementation had been provided to the Authority's Personnel Committee. The Policing Plan and Performance Committee were interested in how sickness affected the Constabulary's performance. Members asked that, in future, they be provided with information on how the force's position compared with other forces.

#### Major incident response development

In response to a question about the need for more trained commanders, ACC Graham advised that both he and ACC Skeer were to be trained in the near future as silver commanders.

#### Assess partnership arrangements



Members asked what was happening in relation to the Constabulary's review of partnerships. The Acting Director advised that this was on-going work which should be completed by the end of April. The Constabulary had identified which partners it had a commitment to and how it would be exposed should that partnership fail. Any major risks to the Constabulary would be reported to the Authority's Strategic Risk Working Group. The Chair of the Strategic Risk Working Group advised that a meeting was to be set up between himself, the Acting Director and Deputy Chief Constable to progress an alignment of the Authority's and Constabulary's strategic risk registers.

### Budget Savings

The Head of Financial Services advised that the Constabulary were on track to meet the national target in a manageable way. A surplus identified in 2009/10 would be used in 2010/11 to assist the Constabulary to achieve its annual target. It would be a huge challenge to the Constabulary to find the identified £5m of efficiencies and savings, although this did not include any identified in the Sustainability and Excellence review.

**RESOLVED,** that, the

- (i) report be noted;
- (ii) a copy of the Senior Management Forum report be presented to the next committee meeting on 11 May 2010.

(NOTE: The Committee adjourned for a break from 12:45 to 12:55 pm, when the same Members and Officers were present, with the exception of Mr P Thornton and Mr R Marshall)

## **48. PERFORMANCE FRAMEWORK**

The Acting Director presented a proposed performance framework of targets and measures which would enable the Authority to scrutinise the Constabulary's performance and delivery of the agreed Policing Plan for 2010-2011. Appended to the report was a table which provided an overview of the proposed targets and measures which would be reported to each quarterly meeting.

The proposed targets and measures were for the Constabulary to either maintain current performance or improve and were challenging and meaningful. Members agreed that the proposal to identify the amount by which it was acceptable for a certain crime to fluctuate was sensible.

Members agreed that the Authority would want to include a target which saw the number of repeat domestic violence incidents reduced as this was an area where further improvement was needed. The Acting Director agreed to look at this and bring it back to the committee.



Members asked whether victim satisfaction surveys included young people. The Acting Director advised that it did not and if the Constabulary were to extend the statutory survey to include young people then an additional cost would be incurred and only an annual view provided. The Members in the Communities, Equality and Diversity Committee had seen from the autumn survey that minority groups and victims of crime were less satisfied with the Constabulary and were therefore keen to get the views of victims. ACC Graham suggested that he meet with the Acting Director to discuss how the views of young victims of crime could be collected.

(NOTE: Mr R Cole left the meeting at this point)

Also appended to the report was the Cumbria Confidence and Satisfaction Data as produced from the British Crime Survey. It was pleasing to note that Cumbria had one of the highest levels nationally for dealing with local concerns.

**RESOLVED,** that, the

- (i) report be noted;
- (ii) proposed reporting performance framework, subject to the agreed amendments, be agreed;
- (iii) developments being undertaken in the areas of protective services, sickness and diversity measures, reducing repeat victims and victim satisfaction with anti-social behaviour over the next few months be noted.

#### 49. LOCAL POLICING SUMMARY

At its meeting on the 30 October 2009 the Policy and Performance Officer advised members of the need to provide a greater value for money Local Policing Summary. This was a statutory obligation for the Police Authority and it would need to look at reducing the overall cost of producing such a summary.

The Policy and Performance Officer had investigated utilising partner publications, such as those of the county council, however the timescale for their publication did not match the needs of the Authority and the total cost would be the same for the Authority as in previous years.

It was therefore proposed that a more concise publication be produced focusing on specific information, headlines and providing contact details. With a smaller summary the timescales for compiling it would be shorter and therefore could be completed and distributed by Royal Mail in June 2010. A draft document could be presented to the full Police Authority at its meeting in March.

Members asked that the Policing Pledge in bullet point form be included within the local policing summary.

**RESOLVED,** that, the

- (i) report be noted; and
- (ii) outline for content, timescale and format of the Local Policing Summary for 2010 be agreed.



**PART 2 – ITEMS CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC.**

**51. ESTATES WORKING GROUP MINUTES**

The minutes of the meeting of the Estates Working Group held on 3 February 2010 had been circulated with the agenda for the meeting.

The Chair of the Estates Working Group advised that an additional meeting of the working group was to take place on 4 March 2010 to discuss in more depth the joint Authority and Constabulary Estates Strategy. Members commented that a more radical approach to the Authority's estate and its maintenance was required. Once the content of the strategy was agreed this would be presented to the full Police Authority at its meeting in March.

**RESOLVED,** that, the minutes of the meeting of the Estates Working Group held on 3 February 2010 be received.

**Meeting ended at 12.35 pm**

**Chair:** .....

**Date:** .....