

**CUMBRIA POLICE AUTHORITY**

**POLICING PLAN AND BEST VALUE COMMITTEE**

Minutes of a Meeting of the Policing Plan and Best Value Committee held on Wednesday 14 September 2005 in Conference Room 2, Police Headquarters, Carleton Hall, Penrith commencing at 10.00am.

**PRESENT**

Mr C S Moth (Chair)

Ms J Manners-Armstrong  
Mrs L Slavin

Mr W Smith

**Also present:**

Clerk & Chief Executive  
Inspector G Rutherford, Strategic Planning  
Best Value Manager  
Business Change and Project Manager  
Police Authority Performance Management & Policy Advisor  
Deputy Clerk

**PART 1 – ITEMS CONSIDERED IN THE PRESENCE OF THE PRESS  
AND PUBLIC**

**13. MEMBERSHIP**

Members noted the appointment of Ms J Manners-Armstrong to the Committee in place of Ms J Lashmar.

**14. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mrs P M Halfpenny, Mr R Watson and Mr J Wooley.

**15. ADMISSION OF PRESS AND PUBLIC**

There were no items on the agenda for which the press and public were to be excluded.

**16. DISCLOSURE OF PERSONAL INTERESTS**

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

**17. MINUTES**

**RESOLVED,** that the Minutes of the meeting of the Committee held on 14 June 2005 be confirmed as a correct record and signed by the Chair.

**18. PUBLIC CONSULTATION SURVEY JUNE/JULY 2005**

Inspector Rutherford presented a report which set out an analysis of the Community Voice Consultation survey conducted during June and July 2005. The aims of the survey had been agreed through the Police Authority's Consultation Working Group.

7006 surveys were distributed to members of the public, 3004 of which were sent to Community Voice and 1602 to hard to reach and other groups. A further 2400 had been distributed as a random sample. 1840 surveys had been returned, a response rate of 26.26%. The main issues highlighted within the survey were set out in the report before the Committee, and were –

- Ease of contact in non-emergencies
- Lower satisfaction levels after having police contact
- Preferred methods for receiving information
- Awareness of LPT's
- Policing priorities

In considering the report Members made reference to the need to develop a marketing strategy which would enable the targeting of young people as they represented a very low percentage of the respondents. Members also referred to the relatively low level of knowledge of LPT officers, but in doing so noted that there was an increase on the previous year. They expressed the view that to an extent this knowledge was dependent upon the efforts of individual officers to raise their profile within communities. Inspector Rutherford advised Members of work being undertaken as part of the citizen focus process and of a road show to be arranged with the Cumbria Association of Local Councils in January or February which it was intended would become an annual event.

Reference was also made to the drop off in satisfaction levels. It was noted that at 82% satisfaction levels for first contact with the police were significantly higher than the national average but the drop off in satisfaction after that initial contact ran contrary to national trends. The Best Value Manager advised that work had been undertaken in this particular area as part of the User Satisfaction Best Value Review and processes had been put in place to address this very issue with regard to witnesses and victims. In addition a national code of practice was also being developed. Members noted these developments but referred to the fact that not all user of police services were witnesses or victims and that it was important to ensure satisfaction levels with all those who contacted the Police.

**RESOLVED,** that the report be noted and its submission to the full Police Authority approved.

## **19. POLICE AUTHORITY LOCAL PRIORITY SETTING**

The Performance Management and Policy Advisor presented a report from the Clerk & Chief Executive updating Members with regard to the setting of local priorities.

Local priorities would form one of the performance domains within the Policing Performance Assessment Framework (PPAF) and would be formally assessed from April 2005/06 onward. Government placed considerable importance on building strong links between the Police and the communities they served and the local domain had been created to make certain that local people were involved in setting policing priorities. The Authority had responsibility to ensure that local priority setting took place by way of a thorough planning process and the Association of Police Authorities (APA) had drawn up guidelines and a work book to assist authorities in local priority setting. It was anticipated that the local domain would not simply repeat national priorities, but could include national priorities with a local flavour.

The key issue for police authorities was to ensure that the basis for setting local priorities was sound and that sufficient work had been carried out to clearly demonstrate that the priorities met local needs. It was also essential that the Authority, jointly with the Constabulary, identified how performance on the priorities was to be measured.

It was suggested that it would be appropriate for this matter to be the subject of a presentation to the full Authority at one of the forthcoming pre-meeting seminars.

Members welcomed the report and noted the reference by Inspector Rutherford to a partnership event arranged for late October with the Cumbria Strategic Partnership which would provide a useful vehicle for harnessing priorities identified by partner agencies.

**RESOLVED,** that the report be noted and used as background for future involvement in the development of local priorities.

## **20. INITIAL WORK ON SETTING PRIORITIES**

Inspector Rutherford presented a report by the Chief Constable which represented the first stage in a priority setting process for 2006/07 and beyond. The report provided initial information on internal and external drivers for local priorities, based on the information available at August 2005. The report considered the match between national and local drivers and using this analysis set out within the report was a long-list of potential strategic priorities. Those priorities would be updated and refined as new information was received, up to January 2006.

**RESOLVED,** that the report be approved for submission to the Police Authority on 26 September 2005.

## **21. INITIAL WORK ON LOCAL PRIORITIES – IMPACT ON TARGETS**

Inspector Rutherford presented a paper which accompanied that considered under the previous item (Minute No. 20). The report considered the impact on current targets of the draft long list included under the previous item. This was the first stage in setting priorities and targets and would be updated and refined up to January 2006, as more information was received.

Set out in the report were existing targets which still matched potential priorities, a list of existing targets that might require re-consideration and a further list of possible new target areas.

In considering the item Members gave thought to how some of the possible local priorities, such as anti-social behaviour, might be measured. Reference was also made to the target for the Front Line Policing Measure, and the impact the of ABC work on the current agreed level of front line policing within the Constabulary.

The importance of establishing targets which were both stretching and achievable was emphasised. Members also considered that it was appropriate to establish local targets that reflected concerns raised by the public during the course of consultation exercises.

**RESOLVED,** that the report be approved for submission to the Police Authority on 26 September 2005.

## **22. BEST VALUE REVIEW – EMPOWERED BASIC COMMAND UNITS AND OPERATIONAL SUPPORT**

The Best Value Manager presented a report by the Chief Constable, appended to which was the final report and action plan for the Best Value Review of Empowered Basic Command Units and Operational Support which had been approved by the Best Value Board in July 2005. The action plan clarified ownership and deadlines for improvement actions.

The Best Value Manager advised that five of the actions identified within the action plan had already been completed. A report on progress against the action plan would be submitted to the November meeting of the Audit and Performance Committee.

**RESOLVED,** that

- (1) the final report, as circulated with the Agenda, be approved; and
- (2) it be noted that progress against the action plan will be monitored by the Best Value Board and reported to the Audit and Performance Committee in accordance with standard practice.

## **23. COMMUNICATION CENTRE BEST VALUE REVIEW – FINAL REPORT AND IMPROVEMENT ACTION PLAN**

The review of the communication centre was one of a series of reviews undertaken on the Operational Support Unit. The Best Value Manager presented a paper by the

Chief Constable appended to which was the final report and improvement action plan for the Communications Centre Best Value Review. The improvement action plan identified key milestones to monitor implementation of the review recommendations, the action owners and the expected benefits.

Members were reminded that the review had been undertaken as the communication centre was identified as one of the keys to empowering BCU's to improve their performance. The focus of the review was internal arrangements for services to BCU's and the review had compared, challenged and consulted on resourcing policies and processes.

Three recommendations were identified for the action plan, as follows –

1. The corporate variable shift pattern should be implemented in the Communication Centre (subject to appropriate staff consultation)
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 Quality of Service Commitment are known.
3. Work to implement the National Call Handling Standards and the Quality of Service Commitment should include implementation of performance management in the communications centre:
  - a. Documented responsibilities and procedures
  - b. Service level agreements with internal users
  - c. Performance monitoring of service level agreements

Members welcomed the view and its outcomes but expressed some concern with regard to ITS action-ability in the current overall context within which the communication centre was operating. Members acknowledged that this was a difficult area to manage and that considerable work had been undertaken in this area in addition to the review. Members also noted that all staff involved had been consulted as part of the review.

**RESOLVED,** that the final report and improvement action plan be approved.

#### **24. BEST VALUE REVIEW PROGRAMME UPDATE**

The Best Value Manager presented a report by the Chief Constable which outlined the current status of the Best Value Programme as at 23 August 2005.

**RESOLVED,** that the report be noted.

#### **25. THE QUALITY OF SERVICE COMMITMENT – ACTION PLAN UPDATE**

The Best Value Manager presented a report by the Chief Constable which provided a progress update on the action plan for the Quality of Service Commitment. At the present time all actions were on target.

Members noted that work undertaken as part of the Best Value Review on User Satisfaction and the work being undertaken as part of the Citizen Focus Project

underpinned this particular action plan. The Chair referred to a recent event in Barrow that he had attended which had been most positive.

**RESOLVED,** that the report be noted.

## **26. POLICE AUTHORITY IMPROVEMENT AND ASSESSMENT FRAMEWORK**

The Clerk & Chief Executive referred to the Action Planning day held on 7 September 2005, which had been a successful, enjoyable and positive day where Members had contributed considerable effort. The key points for action emerging from the event, as part of their consideration of the PAIAAF were –

- (1) To update the Authority's vision and values, including reviewing the role of the Members, Lead Members and the production of a procedural handbook for the use of Members
- (2) A review of the Authority's committees structure and committee membership
- (3) A survey of the communication needs of Members, to include preferred means of communication
- (4) A review of the Authority's planning processes
- (5) Risk management
- (6) A revision of the Best Value Strategy/Policy Hand book
- (7) Finalising the Joint Consultation Strategy, including the creation and implementation of a publicity/marketing strategy for the Authority
- (8) A review of partnership involvement

Focussing on these key areas for improvement would help the Authority add value to the policing service in Cumbria, to the benefit of both the public and Constabulary.

The Clerk and Chief Executive then briefed the Committee on his attendance, in the company with the Chairman of the Authority, at an Association of Police Authorities seminar in Oxford on 8 and 9 September. The event had focussed on proposals with regard to police structures currently being considered by the Home Secretary and which were to be formally announced on 19 September.

**RESOLVED,** that the report be noted.

The meeting ended at 11.30am.