

**CUMBRIA POLICE AUTHORITY**

**POLICING PLAN AND BEST VALUE COMMITTEE**

Minutes of a Meeting of the Policing Plan and Best Value Committee held on Wednesday 23 November 2005 in Conference Room 2, Police Headquarters, Carleton Hall, Penrith commencing at 10 am.

**PRESENT**

Mr C S Moth (Chair)

Mrs P M Halfpenny

Mrs L Slavin

**Also present:**

Treasurer (Mr D Thomas)  
Head of Strategic Development (Ms J Davies)  
Head of Strategic Planning (Insp G Rutherford)  
Best Value Manager (Ms J Sauntson)  
Strategic Planning Administrator (Mr L Richardson)  
Deputy Clerk (Mr S Edwards)

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

**35. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mr W Smith, Mr R Watson and Mr J Woolley.

**36. EXCLUSION OF PRESS AND PUBLIC**

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

**37. DISCLOSURE OF PERSONAL INTERESTS**

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

**38. MEMBERSHIP**

It was noted that the recent resignation of Ms J Manners-Armstrong as an Independent Member of the Police Authority had created a vacancy on the Committee, and that this matter would be considered at the December meeting of the Authority. Members considered that it would be beneficial if this vacancy could be filled, even if only as an interim measure.

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

### **39. MINUTES**

The Minutes of the meeting of the Committee held on 18 October 2005 were submitted. It was noted that any references to the "Head of Strategic Development" in the Minutes should in fact refer to the "Head of Strategic Planning".

**RESOLVED,** that, taking into account the amendment above, the Minutes of the meeting of the Committee held on 18 October 2005 be confirmed as a correct record and signed by the Chair.

### **40. UPDATE ON LOCAL PRIORITIES**

The Head of Strategic Planning delivered a presentation to the Committee, the slides for which had been previously circulated to all Members.

During the course of the presentation Members raised various matters which were responded to by the Director of Strategic Development and the Head of Strategic Planning.

Issues raised during the course of the presentation included the role of local authorities in Local Area Agreements; the National Community Safety Plan; the National Policing Plan Priorities; the PSU Assessment 2005 and the Baseline Assessment; the impact on front line policing of undertaking organisational development; and the emerging priorities. Detailed consideration was given to the development of local priorities and consultation currently being undertaken in Barrow. Considerable thought was also given to the priorities identified by the public, the police, staff and others. Concern was expressed that within the Baseline Assessment 2005 Human Resource Management had only been graded "poor" and Members considered that this was a matter which should receive further consideration by the Personnel Committee. It was noted that training and development, which had also been graded "poor", was already subject to regular reports to Personnel Committee.

Members made particular reference to the Partnership Conference held at Rheged on 28 October. They considered that the day had been very well organised and informal feedback indicated that the Partner Organisations invited to attend had found it to be most valuable.

In concluding it was noted that the emerging priorities were –

- Neighbourhood Policing
- Antisocial Behaviour
- Black and Minority Ethnic community confidence
- Reducing crime
- Drug related crime

- Structural Reform
- Auto crime
- Violent crime
- Workforce modernisation

This list would require further refinement over the coming months.

**RESOLVED,** that, the current position with regard to Local Priorities be noted.

#### **41. BEST VALUE REVIEW OF USER SATISFACTION – FINAL REPORT AND ACTION PLAN**

The Best Value Manager presented a report by the Chief Constable, appended to which were the User Satisfaction Best Value Review report and Action Plan together with supporting appendices.

The Review, the need for which had been identified from the Constabulary's Risk Management Assessment in 2004, had focused on how the Constabulary could cost effectively meeting the Quality of Service Commitment Standards for an acceptable proportion of user enquiries.

Analysis of the PPAF User Satisfaction Measures had shown that the Constabulary had performed well in this area, being first amongst its Most Similar Forces ranking and fourth in national rankings. Against this background the Constabulary had decided to focus the Review on the least satisfied users who had been identified as the victims of violent crime.

As a result of the Review non cashable efficiencies of £380,548 and cashable efficiencies of £7,155 had been identified. The opportunity cost of implementation was £10,305. A detailed breakdown of costs were contained in an appendices to the report.

The reports recommendations were as follows –

##### **Recommendation 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.

##### **Recommendation 2**

Amend the Volume Crime Policy to include individual responsibilities for keeping victims informed, in compliance with National Quality of Service Commitment Standards.

**Recommendation 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.

**Recommendation 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.

**Recommendation 5**

Reduce unnecessary bureaucracy in the Home Office Road Transport process for production of documents

**Recommendation 6**

Procedures should ensure the proper issue of Home Office Road Transport forms to members of the public, to avoid unnecessary bureaucracy later.

**Recommendation 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.

**Recommendation 8**

In order to maintain current performance levels, include quality of victim / witness contact in the inspection regime, where performance and risk analysis indicates this action.

**Recommendation 9**

Consider using Activity Based Costing to monitor performance in user service activities.

**Recommendation 10**

That further research is carried out into the cause of satisfaction levels of black and minority ethnic (BME) users being lower than that of white respondents.

The issue of feedback to users other than victims and witnesses was raised by Members and the Best Value Manager advised that the introduction of National Call Handling and Incident Standards would address this issue with callers being informed at the time they made their call of follow-up action, thereby addressing expectations at the first point of contact.

The Director of Strategic Development advised that the overall aims of the Review would be driven by the Quality of Service Commitment Action Plan .

It was noted that progress against the Action Plan would be reported to future meetings of the Audit and Performance Committee.

**RESOLVED,** that the Best Value Review of User Satisfaction Final Report and Action Plan be approved.

**42. BEST VALUE REVIEW PROGRAMME OCTOBER 2005 – MARCH 2006**

The Best Value Manager presented a report by the Chief Constable that outlined a proposed programme for Best Value and Improvement Reviews for the period October 2005 to March 2006. The programme had been developed based on risk and performance issues arising from an analysis and evaluation of the organisation, identifying areas for improvement and prioritising these according to policy. As part of the organisational analysis inspections and audits scheduled for the year had been assessed, and there were no areas of duplication with the proposed programme.

Members noted that Strategic Development was developing an approach to inspections which would co-ordinate with Best Value Reviews

In considering the proposed Best Value Review of Anti Social Behaviour Members raised the issue of ASBOs which could be issued by both the courts and local authorities. They asked that this issue be considered in developing the terms of reference for the Review.

**RESOLVED,** that

- (1) A Best Value Review of Anti Social Behaviour, the scope of which will be informed by the results of the Violent Crime and Criminal Damage Improvement Reviews, be approved for the period January – March 2006;
- (2) The Improvement Review Programme for the period October 2005 – March 2006, as outlined below, be noted –
  - Violent Crime Analytical Review
  - Criminal Damage Analytical Review
  - IT Improvement Review (due for completion December 2005)
  - Organisational Support (Collaboration with Lancashire)

**43. POLICE AUTHORITY IMPROVEMENT AND ASSESSMENT FRAMEWORK – DEVELOPMENT OF A MEMBERS HANDBOOK**

The Committee considered a report by the Clerk and Chief Executive, appended to which was a list of suggested documents for inclusion in a handbook for Police Authority Members.

With reference to the suggestion that the handbook include a document setting out the Constabulary structure, Members asked that this included information of which activities were undertaken in specific departments rather than a structured chart with only names and telephone numbers. The Director of Strategic Development undertook to produce such a chart for inclusion in the Members' Handbook.

**RESOLVED,** that the Clerk and Chief Executive proceed to develop a Members' Handbook including the documents identified in the appendix to the report.

**The Meeting ended at 11.05am**