

**Report of the Chief Executive to the Chair and Members of the
Police Authority Executive
15th September 2010**

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Status: For Information

Cleveland Police Authority Inspection Results

1. Purpose

- 1.1 Cleveland Police Authority is 'performing well' according to an independent inspection report released on 2nd September 2010 by the Audit Commission and HMIC.
- 1.2 This update report is to provide members with a summary of the results of the recent Joint HMIC and Audit Commission inspection of Cleveland Police Authority and the next steps towards improvement to service as a result.

2. Recommendations

- 2.1 That Members note the contents of this report.

3. Reasons

- 3.1 Members have been previously updated of the background and preparation for the Police Authority Inspection at the Policy and Resources Panel.
- 3.2 During 14-18 June 2010, a Joint HMIC and Audit Commission Inspection Team judged how well the Cleveland Police Authority was fulfilling its role of ensuring that the public has an efficient and effective local police force.

3.3 This analysis was conducted along four key themes:

- Setting Strategic Direction and Priorities of the Police Force
- Scrutinising Performance Outcomes of the Police Force
- Achieving Results through Community Engagement and Partnership
- Ensure Value for Money And Productivity

3.4 The final inspection report was published and made available to the public on 2nd September 2010 (see Appendix 1). This report identifies the Police Authority's strengths and areas of innovation. Also identified are areas for improvement that the HMIC and the Audit Commission expect to be acted upon to improve their performance for the public. The overall score reflects the performance shown in the table below:

Score	Descriptor of performance	Public reporting
1	Police authority does not meet minimum requirements for this theme	Performs poorly
2	Police authority meets most of the minimum requirements for this theme with some exceptions and areas of concern	Performs adequately
3	Police authority exceeds minimum requirements for this theme	Performs well
4	Police authority significantly exceeds minimum requirements for this theme	Performs excellently

3.5 Cleveland Police Authority is 'performing well' according to the Audit Commission and HMIC inspection report. On a scale from one to four, the joint inspection team assessed the Authority's performance as 'THREE', which represents GOOD PERFORMANCE.

3.6 As of 1st September 2010, only four out of 17 Police Authorities inspected have scored above a "TWO".

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3.7 The individual scoring for the results in each of the four key theses were as follows:

- Setting Strategic Direction and Priorities of the Police Force (3)
- Scrutinising Performance Outcomes of the Police Force (2)
- Achieving Results through Community Engagement and Partnership (3)
- Ensure Value for Money And Productivity (2)

An overall score of "THREE" was awarded as a result.

- 3.8 The Joint Inspection press release (see Appendix 2) summarised the good performance thus: "*(Cleveland Police Authority) provides strong and visible leadership and works well with the Force. It listens to local communities and ensures their concerns are given equal weight with regional and national objectives in setting the Force's priorities and targets. This has helped Cleveland Police to become one of the top performing forces in the country over the past few years. In 2009 the Force recorded the lowest number of crimes for 19 years.*"
- 3.9 "*The Authority is not afraid to take difficult decisions and is committed to securing value for money. Cleveland's spending on policing is high but the Authority has set challenging targets to release savings in coming years. It is too early to assess whether they are enough to meet future financial challenges.*"
- 3.10 "*Authority Members challenge performance and hold the Chief Constable to account for most areas of policing. But scrutiny is limited in some more complex areas of policing, such as terrorism, serious crime and other major challenges to public safety – referred to as protective services.*"

Summary of Strengths and Areas of Innovation

3.11 Strengths include:

- Robust and effective leadership.
- Taking difficult decisions to drive improvement and secure the longer term transformation of services.
- Understanding local communities and vulnerable groups and listening to their views. Acting on local concerns to ensure policing priorities reflect locally identified needs.
- Actively promoting diversity and wider community engagement and ensuring that policing services are accessible to all.
- Holding the Chief Constable to account for delivery of objectives, priorities and results.

Summary of Areas of Improvement

3.12 Areas for improvement include:

- Ensuring the Executive Office has enough capacity to support Members in the future.
- Improving challenge to important areas of policing such as protective services.
- Improving Authority and Force representation to become more reflective of the make up of local communities.
- Achieving impact from plans to improve value for money.

The following was noted for each of these areas:

3.12 Executive Office Capacity

3.13 The report stated that: *"Although Authority officers provide good advice and members feel well-supported, there is limited ability to cope with loss of key staff. For example, due to a lengthy sickness absence a risk-assessed decision was recently taken to postpone performance analysis to members and rely on performance data from the Force."*

3.14 With any long term staff absence, the Police Authority carefully risk assess responsibilities to ensure business continuity and minimal loss of regular service. Mitigating actions are raised to deal with any foreseen gaps in performance and support to Panels.

3.15 Since the inspection, the CPA has also recruited a Service Improvement Manager from the Force, who facilitated and assisted the Inspection process and will provide further support if any further long term staff absence is encountered.

3.16 Protective Services

3.17 The report stated that *"the Authority provides limited challenge and scrutiny in protective services. It provides oversight of some areas of protective services, for example the SARC, roads policing and vulnerable people, but many other areas are not covered. It has accepted the Force view that this is operational policing and that the opportunities for the Authority to scrutinise this area should be limited."*

3.18 The Vice Chair is vetted at the highest level and has regular briefings of all levels of protective services with the Force. The Police Authority is currently assessing improved methods of effectively scrutinising protective services at all levels.

3.19 Force and Authority More Reflective of Local Communities

3.20 The report stated that *"The Authority and Force are not representative of the communities in Cleveland. Despite Authority challenge and positive action taken by the Force ... only 1.6 per cent (are) from BME communities. This is not reflective of the make up of the local communities."*

3.21 In order to further promote the workings of the CPA in BME communities, two BME Focus Groups have been held in Middlesbrough and Hartlepool districts with results fully reported to the Operational Policing Panel, to partners and to District Commanders. The CPA also undertook budget consultation and provided recruitment information at three roadshow events, including the 2010 Middlesbrough Mela in July.

- 3.22 An article about BME involvement in the CPA featured in the spring edition of the Community Mirror, a local BME publication.
- 3.23 An advert for the CPA roadshow stall was also published in the Mela edition of the same publication.
- 3.24 Achieving Impact from Plans to Improve Value for Money
- 3.25 The report stated that *"The Authority has been in negotiation with the private sector over the past two years, using cost comparisons and benchmarking to inform a potentially ground breaking policing contract. However, it is too early to assess the impact of this decision and whether it is sufficient to meet the future financial challenges."*
- 3.26 The impact of the policing contract will be realised from service commencement on 1 October 2010. The service provider will report progress and the ongoing effect on the Authority's Value for Money through the Police Authority Executive on a regular basis.

4. Implications

4.1 Financial Implications

All staffing, supplies and services, affected by the results of the Inspection are being met through existing budgets.

4.2 Diversity and Equal Opportunities

There are no diversity and equal opportunities implications in this report.

4.3 Human Rights

There are no human rights implications in this report.

4.4 Sustainability

There are no sustainability implications arising from this report.

4.5 Risk

There are no risk implications arising from results of the Inspection.

5. Conclusions

- 5.1 The Police Authority Inspection framework published in July 2009, by the Audit Commission and HMIC, is intended to improve the work of Police Authorities across the country.

- 5.2 The publication of the Inspection report has highlighted that Cleveland Police Authority are “performing well” and is in the top 27% of Police Authorities to be inspected so far.
- 5.3 The CPA will aim to enhance its performance and further embed best practice in the areas for improvement highlighted in the report and continue to sustain the higher levels of performance achieved in the key themes under scrutiny in the Inspection.
- 5.4 The Authority would like to thank all Cleveland Police Officers and staff who provided their time and contributed to the very positive outcome of the Inspection.

Your assistance and support of the Members, staff and operations of the Police Authority was greatly appreciated.

Julie Leng
Acting Chief Executive

Appendices with this Report

Appendix 1	Joint Inspection Press Release (2 September 2010)
Appendix 2	Cleveland Police Authority Inspection Report (2 September 2010)