

**Report of the Chief Executive
To the Chair and Members
Of the Leadership Panel
18th May 2010**

Status: For Approval

**Cleveland Police Authority
Business Plan - Monitoring**

1 Purpose

To progress the implementation and monitoring of the agreed CPA Business Plan

2 Recommendations

It is recommended that Members agree:

- 2.1 That at each pre-agenda meeting for each Panel that the relevant parts of the CPA Business Plan are reviewed and any significant issues or impediments identified for resolution.
- 2.2 To consider the reporting of the synopsis of progress to the Leadership Panel rather than the P&R Panel.

3. Reasons

- 3.1 Members will recall that the Business Plan was approved at the February meeting of Police Authority Executive. Overall responsibility for monitoring implementation of the plan was allocated to the Policy & Resources Panel.
- 3.2 The Action plan which forms part of the overall business plan identifies lead Members to drive specific activities according to the timeframe set out. As the actions involve both CPA officers and the Force it is

proposed that at each pre agenda meeting the relevant parts of the Action Plan should be reviewed and remedial action identified where the outcome or timeframe is not likely to be met.

3.3. A synopsis of the progress could then be brought to the Leadership Panel rather than be reported to the Policy and Resources Panel if that is desired.

3.4 Current progress will be reported by officers to your meeting today.

4. Implications

4.1 Financial

There are no direct financial implications from this report.

4.2 Diversity and Equal Opportunities

There are no direct diversity and equal opportunities implications from this report.

4.3 Human Rights Act

There are no direct human rights issues.

4.4 Sustainability

A robust Business Plan enables a planned and structured approach to service and governance improvements that bolster the sustainability of the organisation.

4.5 Risk Assessment

The opportunity to review the strategic management of the police authority enables business risks to be identified and recommendations made to reduce those risks.

5 Conclusion

5.1 The Business Plan is the vehicle for driving service and governance improvements and for dealing with the recommendations of audits, inspections and reviews, including the forthcoming police authority inspection.

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cleveland police authority

BUSINESS PLAN

2010 - 2013

Appendix A

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1. MESSAGE FROM THE CHAIRMAN – Dave McLuckie



I am pleased to present our latest Business Plan updating our plans and priorities over the next three years. As ever, this is a challenging time, but the Authority is committed to ensure that the communities of Cleveland continue to receive a first class policing service. Over the past year we have made good progress against our key priorities. We have seen more officers on the front line and we continue to recruit special constables. We continue to place a strong emphasis on public satisfaction, and our focus on the quality of service commitment is now showing improvements in public confidence levels.

We will continue our monitoring of force performance, ensuring as an organisation the Authority holds the Chief Constable to account for delivering a good service to the people of Cleveland. We are pleased that the force continues to make excellent progress, particularly in reducing crime and increasing the detection rate for crimes committed.

We have worked hard with our neighbouring Authorities in the North East Region, to find ways to improve the police services to our public through collaboration, increase in productivity and efficiency.

I would like to thank all officers, the special constabulary, the staff of Cleveland Police and the police staff associations, without whose efforts and commitment, we would be unable to achieve all that we set out to do. The future holds some real challenges, particularly as we seek to do things differently, to drive further improvements in the service, while always ensuring we provide value for money in all we seek to achieve. To assist with this I invite the public to contribute to the development of our service plans.

2. THE EXECUTIVE SUMMARY

This Business Plan sets out the activities that the Cleveland Police Authority regards as priorities for the three year period commencing 1st April 2010.

The Plan focuses on a number of priority areas. We have identified the importance of continuous improvement, a revised consultation and community engagement strategy, improvements to the scrutiny function, sustainability in ensuring effective delivery of the Cleveland Policing Plan, developing and improving collaboration as well as ensuring that diversity remains a priority. We give particular emphasis on delivery of the Policing Pledge, and continuing to drive delivery of Neighbourhood Policing across Cleveland.

We will measure our success in terms of improvements in public confidence measures.

Although this Plan covers a three year period, it contains a twelve month snapshot of what is to be delivered towards those medium and long-term priorities and it links to the Authority's key strategic policies and strategies.

Earlier this year, in recognition of the growing demands on members and officers, and to strengthen our scrutiny role in key areas, we carried out fundamental reviews of the authority's practices, procedures and structures to build capacity and focus our resources on priorities. We have reviewed the number of committees and the business that is before them. We have identified a number of committees that need to have additional focus to ensure that they are providing the best possible scrutiny and also that they are contributing to the delivery of citizen focused services.

Opportunities for improvement have been identified through a variety of mechanisms such as: the Service Improvement Plan; risk management; the undertaking of a pre-inspection assessment; the Audit Commission Use of Resources (UoR) framework and reports, as well as other supporting work.

In addition to meeting statutory requirements we aim to concentrate our efforts on the following service priorities in the years ahead.

- *Deliver citizen focused policing to all our neighbourhoods.*
- *Reduce crime and antisocial behaviour, and thereby protect neighbourhoods.*
- *Reduce the harm caused by drugs and alcohol.*
- *Ensure efficient and effective use of our people and the public's money*

3. OUR VISION

Our ambition for Cleveland's communities is for people and businesses to be allowed to develop and prosper, free from crime and the fear of crime. We understand how we can support this by engaging with communities to identify and develop responses to local priorities for policing.

Our aim, with our partners, is to engender healthy, inclusive and thriving communities. To this end we fully support the Chief Constable's vision for the Force, which is set out in the 2010 Strategic Policing Plan

4. STATEMENT OF PURPOSE

- To ensure that there is an effective and efficient police force;
- To ensure local communities receive value for money from local policing services;
- To agree the policing priorities for the Force and oversee police performance;
- To continuously improve the Authority's and Force's performance and deliver the highest standards of policing;
- To represent the interests of all those who live or work in, or visit Cleveland
- To ensure that the views of local people are taken into account;
- To ensure that policing is provided fairly, and without discrimination.

5. OUR VALUES

We put people at the heart of what we do;

- We will be fair in all we do;
- We will make the best use of our resources and seek continuous improvement in their use;
- We will value our staff ensuring they are properly trained and developed and will recognise their achievements;
- We will work with partners to improve what we do and the way in which we do it.

6. THE NATURE OF OUR BUSINESS

Cleveland Police Authority is a committee made up of elected members and independent members (one of whom must be a serving lay justice). It is the role of the authority to ensure the provision of effective and efficient policing for Cleveland, to set the budget for the Force, to ensure that the priorities of the Police reflect the needs of the people of Cleveland and are effectively delivered.

From 2009-10 there is one overarching national policing priority which is to enhance public confidence. In Cleveland this will be achieved by delivering citizen focused policing to all our neighbourhoods, reducing crime, antisocial behaviour and protecting neighbourhoods, reducing the harm caused by drugs and alcohol and ensuring efficient and effective use of our people and the public's money.

Cleveland Police Authority will endeavour to become a more publicly visible organisation. We will achieve this through:

- Strengthening ties with local government and strategic partners and securing cooperation with other forces.
- Ensuring that effective arrangements are in place for engaging with the public.
- Ensuring that every household is provided with information about local policing.
- Working collaboratively with Crime and Disorder Reduction Partnerships and Children's Trust Boards.
- Working collaboratively with other authorities on a range of matters, particularly protective services.

The purpose of the business plan is to allow the Authority to identify, clarify and communicate:

- The main projects and work commitments from the 1st April 2010, key responsibilities and how and when progress will be monitored.
- The actions that this service will undertake during the above period in its aim for continuous improvement.
- The actions that the Authority will undertake to meet our objectives.

The process helps us to continuously improve our service by

- Helping managers to allocate workloads and resources
- Informing the Personal Development Review (PDR) process
- Helping our Members and staff to identify, prioritise and contribute to service improvements.

This plan is a living document and will be updated as the Authority deems appropriate. It has been developed by the Chief Executive with involvement from all employees and Members, and in consultation with key stakeholders. Quarterly progress reports will be the subject of scrutiny by the P&R panel.

The Plan will be renewed annually.

7. OVERVIEW

Key achievements

- Over the last two years, a reduction of 26% in the number of recorded crimes, and an increase in detection rate for all crimes from 31.9% to 38.5%.
- Cleveland Police in the top 3 in a national survey in relation to Public Confidence in Policing.
- The Cleveland Police Authority has maintained record numbers of Police Officers (1727 FTE) and PCSOs (197);
- Consultation with Cleveland people to ensure that their views on the need for additional policing were clearly understood;
- The Volunteers Scheme has been successfully introduced with the Cadet Scheme coming on line in 2009/10.
- The development of effective proposals to work with the North East Police Authorities and signing the North East Collaboration Agreement;
- Met the Chief Constable's request for additional funding to address the national strategy of strengthening protective services;
- The opening of a state of the art Sexual Assault Referral Centre (SARC)
- Investment of £33m in new BCU Police HQ through PFI in Middlesbrough and Redcar – a further two community police offices in Redcar.
- A stand alone Cleveland Strategic Air Support Unit became operational from 1st April 2009, with a potential 50% improvement in service levels.
- An investment of £7.3m for state of the art hand held information devices (the CUPID project) – this will have a major impact in maximising front line patrol visibility whilst reducing bureaucracy.
- A £4.8m investment in the refurbishment of Hartlepool District HQ has been completed, as has a new Strategic Road Policing Unit (£5.25m).
- Continuous improvements in Corporate Governance arrangements, including a more effective performance monitoring framework.

6. CLEVELAND POLICE AUTHORITY STRATEGIC THEMES AND OBJECTIVES - 2010/13

In developing the themes and objectives for this document, account has been taken of feedback from various inspections and assessments conducted within the CPA, national and local policing priorities, the results of public consultation, and planning & development events.. In particular work has been undertaken as part of pre-inspection activity of the CPA, parts of which have been incorporated into the business plan to drive improvement, as have findings and recommendations outlined in the Use of Resources (UoR) report.

The strategic themes for Cleveland Police Authority have been identified as those which are important to support the Chief Constable's Vision Statement, which is set out in the 2009-12 Local Policing Plan.

Cleveland Police Authority shares an ambition with its partners to engender safe, healthy, inclusive and thriving communities.

The strategic themes are further defined by key objectives, with each objective having its own identified performance drivers. These business themes are all linked. The plan is underpinned by the delivery of our statutory requirements.

STRATEGIC THEMES AND OBJECTIVES:

1. GOVERNANCE AND RESOURCES, SKILLS AND ABILITIES

Strengthening the capacity and capability of the Authority to meet future challenges.

2. SCRUTINY AND OVERSIGHT

Delivering efficient, effective and excellent policing services.

3. INVOLVING PEOPLE THROUGH ENGAGEMENT

Improving public involvement in policing and community safety issues.

4. INFLUENCING AND COLLABORATING

Working together with partners to build safer and stronger communities in Cleveland.

5. ACHIEVING VALUE FOR MONEY

Continuous improvement in service and relative performance at the same or reduced costs.

Address CPA STRATEGIC THEME No 3	Action 1 : Delivering public priorities <i>Establish auditable mechanisms to demonstrate how public priorities are sought through consultation, followed by the setting and delivery of service priorities at Force and BCU level. This will focus on the requirement for police authorities to have regard to the views of the public when setting policing priorities.</i>				Lead Member Chair Operational Policing Panel		
TASKS	REASON	PRIORITY H M L			SUCCESS CRITERIA	Who	When
Identify opportunities for broader engagement focused on identifying and delivering policing priorities.	Provide inclusive approach to seeking wider community engagement and fulfil statutory responsibilities.	√			Engagement of representative sample of the public Wider understanding of the role and responsibilities of the Authority. Active participation of more organisations and communities of interest, .	C Exec C Exec C Exec	Ongoing Ongoing Ongoing
Identify and remove unnecessary duplication and identify further opportunities for joint working.	Effective use of consultation and partnership resources.			√	Involvement at/ contribute to partnership communication and engagement meetings	C Exec	From Oct 2010
Put in place auditable mechanisms to demonstrate that policing priorities reflect public priorities.	Statutory and inspection requirement.		√		Clear link in the Policing Plan with public priorities and National Policing Priorities.	Head of Corp Planning	Sept 2010
Put in place a documented approach to feedback.	Auditable and engenders public assurance and confidence.	√			Increase in the Public Confidence Measure	C Exec	Jan 2010
Policing Pledge – Priorities/Actions/Results should be communicated to the public and should be audited by the Authority.	Public Confidence, demonstrates we are listening and taking action to resolve problems.	√			Increase in the Public Confidence Measure Ensure delivery of the Policing Pledge by the Force	C Exec Op Pol Panel	Ongoing Ongoing

Address CPA STRATEGIC THEME No 4 and 5	Action 2. Focus on partnerships <i>Introduce a code of practice for partnership working and an overarching partnership strategy. A key theme is to work more closely with partners to build safer and stronger communities in Cleveland. This will involve an analysis of the resources available for partnership working, of the value added through partnership working and of priorities for partnership working. There will be greater emphasis on feedback mechanisms to report and disseminate information.</i>					Lead Member Chair Operational Policing Panel	
TASKS	REASON	PRIORITY H M L			SUCCESS CRITERIA	Who	When
Introduce a code of practice for partnership working and a partnership strategy, consulting with force and partners.	Providing good governance and auditable processes.		√		An agreed strategy and code of practice which are the subject of an annual review for currency and effectiveness.	Strategy Manager	April 2010
Analyse current partnership arrangements for effectiveness and target resources to maximise representation where value is added.	Provide a rational approach to the prioritisation and deployment of resources.		√		Positive feedback from existing partners. More invitations to join partnerships where there is a role to play. A working arrangement for feedback to CPA about partnership meetings and activities. CPA receives regular reports on LAA performance.	Strategy Manager Strategy Manager Strategy Manager	April 2010 Ongoing Jan 2010 From Jan 2010
Influence partner strategies and services in line with CPA strategic priorities and vision.	Seek to align activity and strengthen CPAs position in partnerships. Strengthen CPA's profile and position in partnerships		√		Positive feedback from existing partners. More invitations to join partnerships where there is a role to play. Inclusion on all Cleveland LSP, and on CCJB.	Strategy Manager Strategy Manager Strategy Manager C Exec Chair	April 2011 From Jan 2010 Sep 2010

Address CPA STRATEGIC THEME No 3	Action 3. Marketing and information <i>Demonstrate the benefits of consultation and partnership working by providing more information to the public. The focus is jointly on reassuring the public and raising the profile of the police authority.</i>				Lead Member Chair Operational Policing Panel		
TASKS	REASON	PRIORITY H M L			SUCCESS CRITERIA	Who	When
Explore ways of raising the profile of CPA through stakeholder and public engagement.	Heighten the profile of CPA.		√		Stakeholder conference Improvement in public confidence measures 2.1 Being consulted 2.2 Priorities dealt with, More involvement in APA events	C Exec C Exec CC Chair	2009 then annual Ongoing Ongoing
Target resources to maximising the public confidence and perception measures of policing.	Achieve improvements in the key measures of policing performance.	√			Year on year increase in level of confidence. Remain in top 3 in the country	CC CC	Ongoing Ongoing
Explore ways of raising the profile of CPA at regional and national level, including support for innovative proposals to enhance service delivery and reduce costs.	Heighten the profile of CPA and recognition for achieving an effective and efficient service, value for money and continuous improvement.		√		National and regional organisation recognise and value CPA involvement	Chair of CPA C Ex	Ongoing
Residents who participate in the telephone survey are given feedback/results.	Increasing public confidence	√			Commission a company, or undertake the work in-house to give feedback.	C Ex	Post survey
Investigate increased use of technology – email, text, public networking sites.	Widen scope for individuals and communities to contact the authority, and to express views on policing priorities.			√	Measurable increase in public contact as a result	C Ex	March 2011
Benchmark Cleveland against other PAs who are regarded as exemplar	Promote good governance and value for money in achieving statutory requirements.		√		An implemented action plan.	C Ex	Feb 2010
Proactive Advertising e.g. on back of buses, pay and display tickets, roundabouts.	Improve accessibility of information to the public to engender involvement in		√		Greater public awareness of role and responsibilities of CPA.	C Ex	July 2010

Address CPA STRATEGIC THEME No 3	<i>Action 3. Marketing and information</i> <i>Demonstrate the benefits of consultation and partnership working by providing more information to the public. The focus is jointly on reassuring the public and raising the profile of the police authority.</i>				Lead Member Chair Operational Policing Panel		
TASKS	REASON	PRIORITY H M L			SUCCESS CRITERIA	Who	When
	priority setting. Improve the public understanding of the context of levels of crime and disorder.				Wider engagement of the public in setting policing priorities. Increase in the Public Confidence Measure	C Ex CC	Ongoing Ongoing

Address CPA STRATEGIC THEME No 2	Action 4. Risk management review <i>Exercise scrutiny of effectiveness of risk management arrangements:-</i> <ul style="list-style-type: none"> • <i>Ensure that the Force and CPA have made a comprehensive assessment of risks and threats, including putting in place the necessary insurances, business continuity plans and risk mitigations needed to reduce the impact and likelihood of risk events.</i> • <i>Put in place reporting and scrutiny mechanisms so that CPA can assure itself of the continued effectiveness of risk management processes, ensuring that resources are being aligned to high priority areas.</i> 				Lead Member Chair Audit and Internal Control Panel		
TASKS	REASON	PRIORITY			SUCCESS CRITERIA	Who	When
Develop the role and processes of the Joint Risk Mgmt Group (incl. membership, co-options, etc.)	Good governance practice.	√			Mature risk management process which helps drive business planning and outcomes, validated by Internal Audit review.	DCC Head of Corp P C Exec	March 2011
Define reporting mechanisms to members and input process for members.	Good governance practice.	√			Timely, relevant information to Members. Effective Member scrutiny, validated by self assessment and independent review.	C Exec DCC C Exec	April 2010 April 2010
Ensure members understand the principles and operations of the developing risk management process.	Heighten awareness of responsibilities to identify and reduce risks.	√			Members routinely use risk management data to challenge and hold Chief Constable to account.	C Exec Chair & V/Chair of CPA	Ongoing
Develop action plan with reports to members on delivery and review.	Ensure business continuity and the effective allocation of resources.	√			Force and Authority Business Continuity Plans comply with legislative requirements and relevant best practice.	C Exec DCC	Ongoing to April 2014

Address CPA STRATEGIC THEME No 5	<i>Action 5. Scenario planning for the future</i> <i>The authority works with the Chief Constable to ensure the deployment of maximum front-line resources, within funding limits:-</i> <ul style="list-style-type: none"> <i>Ensure that the long term financial, business and workforce planning are integrated to enable the production of future service scenarios based upon likely funding levels. This will involve the identification of low, medium and high priority services, including a risk assessment to determine minimum levels acceptable for each category.</i> <i>Agree preferred long term service delivery requirements and map out service delivery scenarios which aim to protect the high priority/frontline services.</i> 				Lead Members P&R Panel Chair/ Ops Panel Chair		
TASKS	REASON	PRIORITY H M L			SUCCESS CRITERIA	Who	When
Based on the LTFP and realistic funding options, clarify likely service scenarios.	Good business practice.	√			Integrated service and financial planning supported by option appraisals arising from significant or material changes in available funding. Option appraisals to include implications on performance. Improved consultation with the public.	Chair V/Chair C Exec CC C Exec ACO Corp P Chair C Exec	April 2011 April 2010 Ongoing from April 2010
Establish mechanisms for effective member input, debate and decision on funding and service provision.	Good governance.	√			Rolling integrated service and financial planning timetable which includes environmental scanning by CPA Members	Chair V/Chair C Exec CC	April 2011

Address CPA STRATEGIC THEME No 2 and 3	Action 6. Diversity and equality <i>To ensure that the force is representative of the community it serves and is inclusive in all aspects of diversity:-</i> <ul style="list-style-type: none"> • <i>The authority must ensure that the Chief Constable is held to account for the promotion of diversity and equality across the Force. There is a need to scope the requirements for scrutiny in the context of promoting diversity and equality in employment and service delivery, mitigating the possibility of reputational harm.</i> • <i>Areas for further exploration with ACPO include:-</i> <i>Workforce mix</i> <i>Complaints</i> <i>Attitudes of middle management</i> <i>Specialist roles</i> 				Lead Member Chair P&R Panel		
TASKS	REASON	PRIORITY			SUCCESS CRITERIA	Who	When
Define/refine authority policy on diversity (wide definition?).	Ensure compliance with legislative requirements.	√			An agreed policy subject to annual review.	C Ex	March 2010
Establish key measures and targets for the force and authority on diversity performance, ensuring regular monitoring.	Hold Chief Constable and Chief Executive to account. Ensure compliance with legislative requirements.	√			Annual report supported by quarterly reports incorporating progress against agreed action plans. Improvements in achievement of agreed targets and outcomes.	Panel Chair Head of HR DCC	Jun 2010 then ongoing ongoing
Agree mechanisms for further exploration of specific matters listed above.	Focus on priority issues	√			An agreed Diversity strategy which contains prioritised list of issues and means to address them.	C Ex DCC	March 2010

Address CPA STRATEGIC THEME No 1 and 2	Action 7. Business planning <i>To establish a robust plan to deliver an efficient and effective police service:-</i> <ul style="list-style-type: none"> Put in place a business plan which includes a vision, values, goals, strategic priorities, required tasks and an action plan for delivery (including responsibilities and timescales). Consult with ACPO on the business plan. Review the scrutiny and performance monitoring arrangements to facilitate: more timely and effective CPA oversight of the formulation of policies and plans; and a more forward-looking performance regime. Focus more on longer term strategic challenges and the choices available for service delivery with reduced funds. 					Lead Member Vice Chair of CPA	
TASKS	REASON	PRIORITY			SUCCESS CRITERIA	Who	When
Establish a strategic direction, priorities and options for delivery.	Focus on Strategic Priorities and their delivery-	√			A current Business Plan Integrated service and financial planning process which support delivery of the Strategic Priorities. Option Appraisal of key issues. Successful delivery of Policing Plan priorities.	C Exec Chair V/Chair CExec CC C Exec ACO Corp P CC	Ongoing April 2011 Ongoing Ongoing
Implement, monitor, evaluate and feedback to ensure learning from the planning process.	Create a “learning” CPA and contribute to the effectiveness of Members collectively and individually.	√			Each Panel produces an annual report and an annual self evaluation. Annual Member appraisal identifies any significant matters requiring further support.	Panel Chairs V/Chair	Each April Annual by Dec
Share with our partners and stakeholders	Promote CPA and achieve public and stakeholder awareness and input.		√		Local, National and regional organisations recognise and value CPA’s work. Improvement in public confidence measures.	Chair of CPA C Exec C Exec CC	Ongoing Ongoing

Address CPA STRATEGIC THEME No 2, 4 and 5	Action 8. Understanding and managing costs <i>Determine the costs of the main service outputs and how these may vary with volume and over time. Evaluate and risk-assess current and proposed initiatives to deliver efficiency savings, incl.:-</i> <ul style="list-style-type: none"> • <i>Outsourcing</i> • <i>Business transformation</i> • <i>Process re-engineering</i> • <i>Workforce Modernisation</i> • <i>Collaboration and joint service delivery</i> • <i>Other initiatives e.g. modernisation/ relocation of Force HQ</i> <i>Outline an action plan to deliver further efficiency savings and to shift resources from low priority to high priority areas.</i>				Lead Member Chair of Policy & Resources Panel		
TASKS	REASON	PRIORITY			SUCCESS CRITERIA	Who	When
Embed an understanding of links between costs and outputs/outcomes, concentrating on under/overspend and the most effective deployment of resources.	Identify underperforming services e.g. through benchmarking Further focusing of resource on frontline. Further promote Value for Money	√			Comprehensive database of main business costs and outputs. Systematic understanding of Unit costs, outputs and their movement over time. Up to date Estates Strategy and Asset Management Plan Continuously Improving outcomes for the public. Demonstrable improvements in value for money <ul style="list-style-type: none"> • Better performance for same or lower cost. • Year on year improve relative position on performance compared with MSG. Option Appraisal of key issues.	ACO ACO ACO CC C Exec CC CC C Exec ACO Corp P	Sept 2010 Sept 2010 TBA Ongoing Ongoing Ongoing Ongoing
Ensure that the authority authorises all posts being filled and examines warranted officers in non-frontline jobs.	Ensure balance between support and frontline functions is appropriate.		√		Balance between support and frontline meets appropriate recognised best practice / advice.	CC	Ongoing

Address CPA STRATEGIC THEME No 2, 4 and 5	Action 8. Understanding and managing costs <i>Determine the costs of the main service outputs and how these may vary with volume and over time. Evaluate and risk-assess current and proposed initiatives to deliver efficiency savings, incl.:-</i> <ul style="list-style-type: none"> • <i>Outsourcing</i> • <i>Business transformation</i> • <i>Process re-engineering</i> • <i>Workforce Modernisation</i> • <i>Collaboration and joint service delivery</i> • <i>Other initiatives e.g. modernisation/ relocation of Force HQ</i> <i>Outline an action plan to deliver further efficiency savings and to shift resources from low priority to high priority areas.</i>				Lead Member Chair of Policy & Resources Panel		
TASKS	REASON	PRIORITY			SUCCESS CRITERIA	Who	When
Re-examine different service options – outsourcing, re-engineering and workforce modernisation.	Drive service improvements, performance and improve Value for Money.	√			Continuously Improving outcomes for the public. Demonstrable improvements in value for money - better performance for same or lower cost. - year on year improve relative position on performance compared with MSG.	CC C Exec CC CC	Ongoing Ongoing Ongoing

Address CPA STRATEGIC THEME No 2 and 5	Action 9. Performance Monitoring <i>The authority should agree a more focused and forward-looking performance monitoring regime with the Force. In order to better scrutinise and guarantee performance outcomes and improvements, there is a need for more forward-looking performance data and closer integration of performance planning, risk management and financial planning. This will include a focus on the delivery of the Policing Pledge and the single confidence target through the development of an integrated delivery strategy for both.</i>				Lead Member Chair of Operational Policing Panel		
TASKS	REASON	PRIORITY			SUCCESS CRITERIA	Who	When
		H	M	L			
Comprehensive forward looking performance process.	Further promote accountability across all services.		√		Establish robust targets for performance Reporting process which utilises trends and target projections to forecast future performances.	Op Pol Panel CC CC ACC	March 2010 March 2010
Base performance process around policing priorities consulted upon with the public.	Engender public confidence	√			Continuous improvement in public confidence measures.	CC	Ongoing
CPA to scrutinise progress on the implementation of the policing pledge.	Demonstrate CPA commitment to implementation of the Policing Pledge. Improve public confidence.	√			Achieve a “Good” rating for all Pledge Points. Continuous improvement in public confidence measures. Programme of reality checks, dip sampling, focus groups and surveys.	CC CC C Exec	Ongoing Ongoing Ongoing
Develop techniques to ensure improvement in the public confidence indicator.	Improve public confidence in line with Government targets.		√		Improved service to public and the outcomes experienced. Continuous improvement in public confidence measures.	CC CC	Ongoing Ongoing
Develop a performance dashboard for BCUs and other service units.	To better inform scrutiny. To challenge under performance		√		Robust, succinct information Continuous improvement in performance. Programme of reality checks, dip sampling, focus groups and surveys.	CC ACC CC ACC C Exec	March 2010 Ongoing Ongoing

Address CPA STRATEGIC THEME No 1	Action 10. Making our Team Match Fit <i>Determine the resource requirements and the training and development needed to strengthen the police authority in the delivery of its scrutiny and oversight functions, and the Force Executive in delivery of the policing service. There is a requirement to identify lead members and officers for key functions so that more specialist resources are available. There is a need to examine how scrutiny of the Force may be delivered in the future.</i>					Lead Members Chair & Vice Chair	
TASKS	REASON	PRIORITY H M L			SUCCESS CRITERIA	Who	When
Identify member skills and their training and development needs.	Establish baseline and development requirements.	√			Annual Member appraisal identifies any significant matters requiring further support. Annual PDR process Informing training and development programme.	C Exec V Chair C Exec V Chair	Sept each year Sept each year
Review the arrangements for panels and for member roles and officer support. (Skills audit for panels? / lead officer from authority and force for each panel?)	Establish a more effective scrutiny structure.	√			Effective scrutiny validated by self assessment and independent review.	Chair C Exec	March / April each year
Look to rationalise report production and meetings processes and procedures.	Make better use of human resources		√		CPA is efficient, and effective in meeting its statutory requirements.	Chair C Exec	Ongoing
Improve CPA self assessment and focus on continuous improvement.	Development and delivery of key objectives		√		Business plan Panel annual work plans Panel annual self assessments. Efficiency targets for the CPA	Leadership Panel Leadership Panel Leadership Panel Leadership Panel	Ongoing Ongoing Ongoing March 2010
Nurturing of talent within the Force	Invest in the workforce to develop future leaders.		√		Force wide robust succession plans.	Head of HR	Ongoing

Confidence Model

In recent years there has been a concerted effort within policing to improve public confidence and satisfaction. This was driven by the apparent anomaly that, whereas surveyed and recorded crime has reduced substantially over the last 15 years, public perceptions of crime and disorder have not improved.

Since 2009 the Home Office has concentrated on targeting a single measure of public confidence in policing - that police and Councils are dealing with local crime and anti-social behaviour concerns (APACS 2.2/local survey 2). This measure, together with the more obvious measure of confidence – that police in the local area are doing a good job (APACS 2.3/local survey 1, 21 and 22) – have been built into a confidence model (see below) that will enable the police authority to monitor public confidence in policing. To this end a new, ongoing telephone survey of the public commenced in October 2009 which will report on these measures of public confidence and the assumed drivers of public confidence in policing. This is in addition to the surveyed data that comes each quarter from the British Crime Survey. Whereas the British Crime Survey data is statistically significant at Force level only, the neighbourhood survey is statistically significant at BCU level.

The Home Office research website (December 2009) published a report on what influences public confidence in the police. The research reviewed published evidence to summarise what works in terms of improving public confidence and to identify what other interventions look promising and merit further exploration. The research identified four activities where there is strong evidence that they can improve public confidence, if the quality of implementation is high. These interventions are:-

- Fully embedding neighbourhood policing.
- High quality community engagement.
- Local level communications.
- Restorative justice approaches.

The research also identified activities that looked promising, including targeting confidence activity to areas where most improvement can be made, using multiagency public consultation and communication and improving the community engagement skills of police officers.

<u>Drivers(1)</u>	<u>Driver Measures</u>	<u>Confidence Measures</u>	
	Overall recorded anti-social behaviour (local NSIR stats)		
<u>Dealing With ASB</u>	Perception of anti-social behaviour (APACS 4.1)	Police and Councils are dealing with local ASB and crime concerns (APACS 2.2/local 2)	
	Perception of drunk & rowdy behaviour (APACS 4.2)		
	Perception of ASB over 2 years (local 17)		
	Percentage ASB items fairly/big problem (local 19)		
	Police dealing with anti-social behaviour and crime issues that matter (local 3)		
<u>Dealing With Crime</u>	Perception of drug use/dealing (APACS 4.3)		Police in local area are doing a good job (APACS 2.3/local 1/Local 21/Local 22)
	Overall recorded crime (local NCRS stats)		
	Perception of crime over 2 years (local 16)		
	Percentage crime items fairly/big problem (local 19)		
<u>Public Engagement</u>	Overall victim satisfaction (APACS 1.1)		
	Police and Council seek your views (APACS 2.1/local 4)		
	Contentment with level of visible patrol (local 9)		
	Accessibility/Awareness of Neighbourhood Officers (Local 5-8)		
	How well informed about local policing (local 10)		
	Local confidence measures strongly/tend to agree (local 20)		
<u>Fair Treatment</u>	Satisfaction with police contact (local 15)	Police in local area are doing a good job (APACS 2.3/local 1/Local 21/Local 22)	
	Comparative victim satisfaction (APACS 1.2)		
	Confidence in fairness of CJS (APACS 2.5)		
	BME officer/PCSO proportion Vs local community (local workforce stats)		
	Local fairness measures strongly/tend to agree (local 20)		

(1) Recent academic research (*Does fear of crime erode public confidence in policing, Jackson et al, 2009*) has shown that the main drivers of public confidence in the police are: 1. levels of public engagement; 2. dealing with anti-social behaviour; 3. perceptions of community cohesion; 4. fair treatment,

Appendix C

List of Abbreviation

ACC	Assistant Chief Constable
ACO	Assistant Chief Officer (Finance & Commissioning)
APA	Association of Police Authorities
APACS	Assessments of Policing and Community Safety
ASB	Anti-social Behaviour
BME	Black and Minority Ethnic
CC	Chief Constable
C Ex	Chief Executive
Chair	Chair of Cleveland Police Authority
CJS	Community Justice System
Corp P	Corporate Planning
CPA	Cleveland Police Authority
CUPID	Cleveland Universal Policing Information Device
DCC	Deputy Chief Constable
HR	Human Resources
IAG	Independent Advisory Group
MSG	Most Similar Group
NCRS	National Crime Reporting Standard
NSIR	National Standard for Incident Recording
OP Pol	Operational Policing Panel
P&R	Policy and Resources Panel
PA	Police Authority
PCSO	Police Community Support Officer
PDR	Personal Development Review
PFI	Private Finance Initiative
SARC	Sexual Assault Referral Centre
UoR	Use of Resources
V Chair	Vice Chair of Cleveland Police Authority