



cleveland police authority

CLEVELAND POLICE AUTHORITY
23rd January 2012

PROPOSALS FOR CHANGES TO POLICE AUTHORITY INTERNAL PROCESSES

1.0 PURPOSE OF REPORT

1.1 To advise members of and, where appropriate seek the Authority's approval to a number of internal Police Authority organisational and process changes.

2.0 RECOMMENDATIONS

2.1 The Authority notes and where necessary approves the following internal Police Authority organisational and process changes:

- i. The Policy & Resources, Audit & Internal Control and Operational Policing panels move to quarterly meetings
- ii. The Strategic Air Support Panel be disbanded, with business moving to the Operational Policing Panel
- iii. The Environmental Monitoring Group be discontinued and any environmental related business be taken by Policy and Resources Panel.
- iv. The Joint Risk Management Group be disbanded with its work being taken on by officers, perhaps overseen by a CPA lead member, with quarterly reporting to the Leadership Panel.
- v. Move to a presumption of not having pre-panel meetings unless issues are identified and the Panel Chairman considers it necessary.
- vi. Prior to the formal start of all meetings there is a 15 or 30 minute pre-meeting (depending on the agenda) for all members of the panel – supported by a member of the Authority's support team.
- vii. A confidential briefing note will be prepared by the CPA support team and sent to members of a panel in advance of panel meetings.
- viii. Hard copies of meeting papers only to be sent to members who are on that panel - with electronic copies to everybody else.
- ix. Panel Chairs be appointed at the meeting following the Authority's AGM by the Panel itself in the same way as the Authority's Chairman/Vice Chairman are elected by the Executive.
- x. Panel Membership appointments made/affirmed by the Executive at the AGM and by the Chairman if a casual vacancy arises.

- xi. The Code of Corporate Governance be amended/reviewed only in respect to matters that are important to the Authority's current position and that a major review be undertaken so as to write a new Code as part of the transitional arrangements in preparation for the Commissioner.
- xii Membership of the Leadership Panel be the Chairs and Vice Chairs of Panels plus the Authority Chairman and Vice Chairman.
- xiii Councillor and elected members be asked to submit themselves to the routine vetting process applied to all independent members.
- xiv The current discretionary £200 pa honorarium paid to Independent Custody Visitors and £300pa to panel coordinators be discontinued for all ICVs except the panel coordinators who will be paid an honorarium of £100pa
- xv Wifi connectivity at the CPA Office be discontinued.
- xvi The members' allowance scheme:
 - Be changed to:
 - Standard class rail travel (or of a similar cost).
 - A mileage rate of 45p per mile
 - The use of taxis should be an exception rather than the rule, especially in London where there are substantial public transport networks.
 - The scheme be reviewed generally so as to ensure that it is both appropriate and to in line with other local authorities and public service agencies.
- xvii Members' attendance at conferences and training events be limited to those which are absolutely essential and only with the approval of the Authority's Chairman.
- xviii Not make an appointment to the Authority's Independent Member vacancy.
- xix Cease reporting minutes of all Panel meetings to the Executive.
- xx The Authority continues to pro-actively review procedures and examine ways in which it can make efficiency savings.

3.0 PROPOSALS

- 3.1 The following proposals are aimed at reducing the workload in the CPA support office (& force), reducing paperwork/unnecessary processes, potentially releasing efficiency savings and improving member support. The overall objective of this is to:
 - Create capacity and resources to work on the (significant and complex) transitional projects/programme in preparation for the Police & Crime Commissioner in November 2012.
 - Reduce formal meetings but increase value and focus when members do meet.
- 3.2 Underpinning many of the suggestions below is that we are introducing a panel/agenda management system that will deliver a more focussed and better prepared approach to meetings. Weekly meetings with the force liaison officer will ensure that we know well in advance what papers are scheduled, who is to prepare them, what their purpose is, whether a paper it is to be private and whether it will include any difficult/sensitive issues. The aim will be for problems to

be identified and sorted well in advance and to give absolute clarity on what is expected from the paper. It will be an opportunity to 'weed out' reports that don't need to go to formal panel meetings and could be dealt with by either informal briefings or updaters papers.

4.0 PANELS

4.1 **The Policy & Rescores, Audit & Internal Control and Operational Policing Panels** currently meet bi-monthly. It is proposed that these move to quarterly meetings. There will always be a proviso that if urgent matters arise then urgency meetings can be called. In the case of the Audit and Internal Control Panel, due to the current interest in audit matters, there will be an informal meeting between the Chairman, Vice Chairman, Internal & External Audit, Treasurer and Force between the quarterly meetings.

4.2 **The Strategic Air Support** was always intended to be task/time limited in that once the new aircraft had been bought then it would be disbanded, with business moving to the Operational Policing Panel. It is therefore proposed that the Strategic Air Support Panel now be discontinued (after the scheduled meeting on 14th February) with business moving to the Operational Policing Panel.

4.3 **The Environmental Monitoring Group** is a sub-group of the Policy & Resources Panel. Whilst not wanting to lessen the importance of environmental matters I do question whether at present, this is priority police authority business such as to warrant a separate group/meeting. It is proposed therefore that the Group be discontinued and any environmental related business be taken by the Policy & Resources Panel

4.4 **The Joint Risk Management Group** is a sub-group of Audit & Internal Control involving members and senior officers from the Force and the Authority. Its purpose is to promote risk management and in particular maintain the joint (CP/CPA) risk register. It reports to both the Leadership Panel (for approval) and to the Audit & Internal Control Panel (for information). It is proposed that Group be disbanded and that its work be taken over by officers, perhaps overseen by a CPA lead member, with quarterly reporting to the Leadership Panel.

5.0 PRE-MEETINGS

5.1 In my view, unless focused and purposeful there are a number of negatives to pre-meetings:

- Papers have to be ready weeks in advance of the main meeting. This puts extra pressure on officers and staff and often means that information is out of date by the time of the main meeting.
- Unless there are issues that need the attention of a pre-meeting it can be just a duplication of what will happen at the main meeting.
- They involve significant time from officers, staff and members.
- Conceptually, the idea of two members (chair & VC) rehearsing the agenda and often making (informal) decisions before the main meeting is not what Police Authority good/open decision making should be about.

5.2 The introduction of a panel/agenda management system (see paragraph 3.2 above) will enable much greater management of papers/panels & easier identification of issues that may require further discussion prior to the meeting.

- 5.3 It is proposed therefore that the Authority should move to a presumption of not having pre-meetings unless issues are identified and the Panel Chairman considers it necessary. Use of the panel/agenda management system will identify potential issues so Chairmen can be better briefed and call a pre-meeting if considered necessary.
- 5.4 However, recognising the importance of members being fully briefed and prepared it is proposed that prior to the formal start of all meetings a 15 or 30 minute pre-meeting (depending on the agenda) is programmed for all members of the panel, supported by an officer from the Authority support team.

6.0 MEMBER BRIEFINGS

- 6.1 It is proposed that the Authority's support team will prepare confidential briefing note to members of panels – circulated electronically a few days in advance of the meeting. These will highlight matters and where appropriate suggest areas where questioning may be appropriate. It would be the intention that issues raised in any briefing paper would be flagged up during the 15/30 minute 'session' before the start of the formal meeting.

7.0 MEETING PAPERS

- 7.1 Historically full sets of papers have been set to all members for all meetings plus 20+ sets sent to others external to the Authority. This is expensive, time consuming and wasteful.
- 7.2 It is proposed that only members who are on a particular panel will receive paper copies - with electronic copies to everybody else.
- 7.3 It is hoped that through better agenda management fewer items will appear on formal panel agendas that are 'for information only'. That is not to say that members do not need 'information' updates but this can be achieved either through informal member briefings or by circulating briefing papers. It is not intended that this will fetter members either asking for more information or holding to account in that if an informal briefing paper raises an issue then a call to the Authority support team (or to the paper's author) will ensure follow up action.

8.0 APPOINTMENT OF PANEL CHAIRS & MEMBERS

- 8.1 **Chairs & Vice Chairs** - The Code of Corporate Governance is not clear on where the responsibility rests for the appointment of Panel Chairs & Vice Chairs. The Executive will of course always have such powers of appointment as a matter of law. Historically it would seem that the Chairman has made such appointments. I do not believe that this is appropriate and it is certainly not the normal practice in other local authorities. It is therefore proposed that such appointments be made by the Panel itself at the meeting following the Authority's AGM in the same way as the Authority's Chairman is elected by the Executive.
- 8.2 **Panel Membership** – The authority to appoint members to panels is currently vested in the Chairman. It is suggested that such appointments should be made/affirmed by the Executive at the AGM and only by the Chairman if a casual vacancy arises.

9.0 LEADERSHIP PANEL

- 9.1 The Code of Corporate Governance states that membership of the Leadership Panel is the Chairs of Panels plus the Authority Chair and Vice Chair. This is not however exactly reflected in the current actual membership. It is suggested that membership would better defined as the Chairs and Vice Chairs of the Panels (plus the Authority's Chair & Vice Chair)

10.0 CODE OF CORPORATE GOVERNANCE

- 10.1 The District Audit highlighted in its recent audit letter the need for the Authority's Code to be reviewed and I concur with this. Under normal circumstances I would be suggesting a comprehensive review and significant re-write/re-format of this 138 page document. However I am mindful that we will need to start work in a few months on a new Code (to be called a Scheme of Consent) for the Commissioner. I am therefore suggesting that as the current document is 'workable', albeit far from perfect, that it be reviewed and amended only in respect to matters that are important to the Authority's current position but that we do not embark on a major re-write which would be very resource intensive.

11.0 VETTING

- 11.1 The current practice is that independent members are vetted (to the basic level) but councillor/elected members are not vetted. This is contrary to national recommended practice.
- 11.2 It is appreciated that the position of councillor members is slightly different in that they are appointed by the Police Joint Committee and are therefore members as a matter of right. However I am of the view that there would be a general expectation amongst the public and members of the force/partners that members who have unfettered access to police (Authority) premises and potential access to restricted/confidential information are vetted.
- 11.3 It is therefore proposed that councillor/elected members be asked to submit themselves to the routine vetting process applied to independent members.

12.0 INDEPENDENT CUSTODY VISITORS (ICVS)

- 12.1 Three years ago the Authority agreed to pay a discretionary £200 pa honorarium to all Independent Custody Visitors and £300pa to panel coordinators. ICVs are volunteers, they receive expenses however it is not the normal practice to make such payments. Feedback from the Authority's ICV administrator is that the ICVs were surprised to receive this payment, which was introduced three years ago, and that there would be no issue in withdrawing it. There are currently 25 ICVs (plus 3 panel coordinators)
- 12.2 ICVs are organised within a structure of three local panels, each with a panel coordinator that ensures visits take place and volunteers are fully briefed and trained.
- 12.3 It is proposed that the honorarium payments be discontinued for all ICVS except the Panel Coordinators who should receive £100pa.

13.0 WI-FI AT CPA OFFICE

- 13.1 The Authority currently pays £450pa for Wifi connectivity at the CPA Office. It is proposed that this be discontinued.

14.0 MEMBERS ALLOWANCE SCHEME

14.1 The members' allowances scheme is at the discretion of the Authority. This is set down in the Authority's Code of Corporate Governance and includes:

- First class rail travel
- Mileage rates at:
 - 451-999cc - 46.9p per mile
 - 1000 – 1199cc – 52.2p per mile
 - Over 1200cc – 65p per mile

- Taxi travel

14.2 **Mileage rates.** A survey of other police authorities carried out last year showed that nearly all other authorities paid 45p per mile – in line with the HMRC guidance on the amount that can be paid before it is assessed as having a profit element. The rates paid by the four local Cleveland councils are:

Hartlepool	52.2p per mile
Stockton	47.7p per mile
Middlesbrough	45p per mile
Redcar and Cleveland	46.9p per mile

14.3 The payments made to Police Authority members in 2010-11 totalled £12,733. Based upon a mileage rate of 45p per mile this payment would have been £8,815, a saving of £3,918.

14.4 **Rail travel.** Return rail tickets to London from Middlesbrough are now:

1st Class 'anytime' return	£398
1st Class Off Peak return	£294
Standard 'anytime' return	£290
Standard off peak return	£196
Super off peak return (limited trains)	£112.50

14.5 By taking a flexible approach to travel arrangements tickets can be obtained for even less. For example we have just purchased a return ticket for a meeting in London on 11th January for just £68. Also many members have and can use rail cards of one sort or another.

14.6 In the last 12 months members made 30 train journeys to London

14.7 It is proposed that as from 1st February 2012 the members' allowance scheme be change to:

- Standard class rail travel
- Mileage rate of 45p per mile

14.8 **Taxis.** It is proposed that the use of taxis should be an exception rather than the rule, especially in London where there are substantial public transport networks.

15.0 ATTENDANCE AT CONFERENCES ETC

15.1 Attendance at conferences etc can be very expensive in terms of fees and expenses. With the abolition of Police Authorities in 10 months it is proposed that members' attendance at such events be limited to those which are absolutely essential and only with the approval of the Authority's Chairman. The current conference budget is £3000. It is estimated that savings in fees and expenses in the order of £2000+ (full year) could be achieved by this approach.

16.0 VACANCY FOR AN INDEPENDENT MEMBER

16.1 A vacancy for an independent member arose in December following the resignation of Peter Race MBE. It would be normal to now start a recruitment process which is fairly lengthy and expensive and would result an appointment in about May. In view of the fact that the Authority is to be abolished in November it is proposed that the position remains vacant. This should cause no problems for the Authority in terms of its responsibilities. I have discussed this with the Chair of the Authority's Independent Member Selection Panel (to whom I have a duty to report vacancies) and he is agreement with this proposal.

17.0 REPORTING PANEL MINUTES TO THE EXECUTIVE

17.1 Minutes from the previous quarter's panel meetings are reported to the following Executive meeting. This rarely raises questions or interest from members yet it uses some 4000 photocopies a year and takes staff time (& cost) in copying, collating, postage etc. These minutes have already been approved by the panels themselves and are therefore only reported for information. It is suggested that this practice be discontinued and that minutes be made available to members only on request. Copies of the public minutes are available on the Authority's website in any case.

18.0 FINANCE

18.1 Some of the above proposals will undoubtedly result in savings in staff time and in some cases actual costs. Other will require additional staff input. It is difficult to quantify these however appendix 1 provides an estimate. If all of the recommendations are accepted this could add up to £30,000 in potential savings plus 467hrs of CPA staff and 170hrs of force staff/officers (full year). One of the principal purposes of the proposals is to release staff capacity to work on the Commissioner transition programme and hence such efficiencies in staff resources will be redirected to that work.

19.0 DIVERSITY & EQUAL OPPORTUNITIES

19.1 There are no diversity or equal opportunity issues arising from this report.

20.0 HUMAN RIGHTS ACT

20.1 There are no Human Rights Act implications arising from this report.

21.0 SUSTAINABILITY

21.1 There are no sustainability implications arising from this report.

22.0 RISK

22.1 There are no risks associated with any of these proposals

STUART PUDNEY
Chief Executive of the Police Authority

17th January 2012

Appendix 1

Note: the resource implications below are for a full year. The Police Authority will be replaced by Police and Crime Commissioner on 22nd November 2012

	Proposal	Police Authority				Force	
		Resource implications - Saving(-) Cost (+)				Staff & Officer time (hrs pa)	
		Staff time (hours pa)	Cashable (£) pa	Other savings	Member time (hrs pa)		
i	The Policy & Resources, Audit & Internal Control and Operational Policing panels move to quarterly meetings	-200 hrs	-£350 postage -£600 travel	-15,000 copies	-360hrs	-40hrs	
ii	The Strategic Air Support Panel be disbanded, with business moving to the Operational Policing Panel	-40hrs	-£75 postage -£150 travel -£2396 member allowance	-1,200 copies	-75hrs	-15hrs	
iii	The Environmental Monitoring Group be discontinued and any environmental related business be taken by Policy and Resources Panel.	-108hrs	-£20 postage -£200 travel	-2,000 copies	-50hrs	-40hrs	
iv	The Joint Risk Management Group be disbanded with its work being taken on by officers, perhaps overseen by a CPA lead member, with quarterly reporting to the Leadership Panel.	-45hrs	-£20 postage -£100 travel	-2,000 copies	-30hrs	-30hrs	
v	Move to a presumption of not having pre-panel meetings unless issues are identified and the Panel Chairman considers it necessary.	-150hrs	-£100 postage -£450 travel	-3,000 copies	-180hrs	-45hrs	
vi	Prior to the formal start of all meetings there is a 15 or 30 minute pre-meeting (depending on the agenda) for all members of the panel – supported by a member of the Authority's support team.	+20hrs			+100hrs		
vii	A confidential briefing note will be prepared by the CPA support team and sent to members of a panel in advance of panel meetings.	+120hrs					
viii	Hard copies of meeting papers only to be sent to members who are on that panel -with electronic copies to everybody else.			50,000 copies			
ix	Panel Chairs be appointed at the meeting following the Authority's AGM by the Panel itself in the same way as the Authority's Chairman/Vice Chairman are elected by the Executive.						
x	Panel Membership appointments made/affirmed by the Executive at the AGM and by the Chairman if a casual vacancy arises.						

xi	The Code of Corporate Governance be amended/reviewed only in respect to matters that are important to the Authority's current position and that a major review be undertaken so as to write a new Code as part of the transitional arrangements in preparation for the Commissioner.	-50hrs					
xii	Membership of the Leadership Panel be the Chairs of Panels plus the Authority Chairman and Vice Chairman.						
xiii	Councillor and elected members be asked to submit themselves to the routine vetting process applied to all independent members	+4hrs					
xiv	The current discretionary £200 pa honorarium paid to Independent Custody Visitors (and £300 to panel coordinators) be discontinued for all ICVS except the Panel Coordinators who should receive an honorarium of £100pa.		-£5,600				
xv	Wifi connectivity at the CPA Office be discontinued.		-£450				
xvi	Members' allowance scheme be change to standard class rail travel		-£2500				
xvi	Members' allowance scheme be change to a mileage rate of 45p per mile		-£3500				
xvii	Members' attendance at conferences and training events be limited to those which are absolutely essential and only with the approval of the Authority's Chairman.		£2,000				
xviii	Not make an appointment to the Independent Member vacancy		-£11,500 (including expenses etc)				
xix	Cease reporting minutes of all Panel meetings to the Executive.	10hrs		-4000 copies			
	Totals	467hrs	£30,011	77,200 copies @ 1p = £772	795hrs		