

GWENT POLICE AUTHORITY

STRATEGIC PLANNING & PERFORMANCE COMMITTEE

3rd September 2009

Present: Councillor C Mann (Chair)
Councillors H Andrews, A Crump and M Evans
Mr R Derricott, Mr D Bayliss, Mr R Leadbeter and Ms G Reddington
Together with:
Mrs C Napier – Deputy Chief Constable (DCC)
Chief Supt S Prince - Head of Service Development
Mr D Garwood – Head of Finance
Mrs S Bosson – Chief Executive
Mr N Taylor – Engagement and Performance Manager
Mrs M Lambert – Committee and Member Services Officer

The meeting commenced at 10.00 a.m.

Councillor H Andrews was welcomed as a new member to the Committee. Also the Head of Finance was welcomed in his new remit and Members looked forward to his input.

Action

APOLOGIES FOR ABSENCE

1. Apologies for absence were received from Mrs P Davies (Police Authority Business).

DECLARATIONS OF INTEREST

2. There were no declarations of interest.

MINUTES

3. We received and confirmed the minutes of the meeting held on the 2nd July 2009.

The following actions were noted:

Page 2 Mobile Data

We were advised by the Head of Finance that the memorandum of agreement had not yet been completed. The Head of Finance would be meeting with the IS to take this forward and report back to the next meeting.

CC

Page 2 CID Senior Management Team Meeting 27th April 2009

Members requested confirmation at the next meeting that the intelligence backlog had been addressed before discharging this item. The DCC agreed to report back to the next meeting.

CC

ACTION SHEET

4. We received the action plan showing entries noted from the last Committee meeting on the 2nd July 2009.

The following issues were highlighted:

Page 1 Minute 5

Late receipt of reports was still being experienced, which had particularly applied to the Service Delivery Committee.

Page 2 Minute 5 Independent Advisory Group

It was noted that Members would have appreciated more input into the formalisation of the local IAG, which was still developing. Following Members request for detailed information the DCC confirmed that the National guidance, criteria, information on roles and a briefing paper would be circulated immediately to Members following this meeting. A presentation would be arranged for a future Development and Awareness Day.

CC

CEx

Page 3 Minute 7 Management of HMIC Areas for Improvement

We noted that the administrator had made some improvements to the tasking database in order for it to be more user friendly.

Work was still on-going with regard to combining the tracker matrix with the Internal and External Audit schedules. Update to be brought to the next meeting.

CC

Page 5 Minute 12 HMIC Proposals for Consultation on Rounded Assessment – NPIA Expenditure on Consultancy

Breakdown on expenditure was not available until mid September and the Chief Executive agreed to circulate information via email as soon as it is received.

CEx

Page 6 Minute 16 Performance on the Collaborative Arrangements for WECTU and Tarian

We were informed by the Head of Finance that the Force regularly chases confiscation values, which was 23% of the value. We noted that this figure fluctuated according to the nature of the orders.

Page 7 Minute 17 SIR and BUR DV1 Forms

We were advised that to date 140 forms were outstanding, which was an improvement. A software system to deal with this process was being taken forward.

Secure E-Mail

This issue was being taken forward by Mr Farooq Dastgir. Members asked that the use of CJSM be considered. This was an alternative e-mail system which could be accessed free by applying on line. We noted that South Wales Police were using this system. The Head of Finance agreed to raise this issue with Mr Dastgir.

CC

THE NEW PERFORMANCE LANDSCAPE – HOME OFFICE PAPER

5. We received a report from the Chief Executive which informed Members of the Home Office published document entitled the New Performance Landscape for Crime and Policing. The paper followed on from the Green Paper of 2008. The response to the Green Paper set out how the relationship between the police service and the public would be transformed, which in turn would be supported by a changed relationship between Central Government and the police service. Two principles underpinned this new way of working. Firstly, Performance Management should improve outcomes for the public and secondly, performance should be managed at the level which best delivered those improved outcomes. The paper identified three ways in which performance was being driven: by the public through the confidence targets and increased accountability; by Forces and Partnerships through self monitoring and improvement and by HMIC as champion of the public interest with a strengthened remit to tackle under performance.

Members were informed that WAG and the WLGA had not been part of the consultation process and were not identified as stakeholders in the annex to the document.

A copy of the full document was appended to the report for Members information. The key changes were highlighted:

- The move of the Home office from the Performance Management direction role to one of strategic oversight
- Day to day performance assessment is the responsibility of HMIC (they have now introduced the 'Rounded Assessment')
- Police Authorities now are expected to take greater responsibility for holding their Force to account on behalf of the public in delivering against the Policing Plan, covering local priorities and use of resources
- Introduction of the Single Confidence target
- Changes in responsibilities of the Police Performance Steering Group (PPSG)
- The introduction of a 'ladder of support/intervention' – which includes forces; police authorities and partnerships

We noted that the Rounded Assessment, which would be introduced in October, replaced the Baseline Assessments and included Confidence issues and APACS. It was recognised that although there was only one formal Confidence target, the Service Development Unit was providing massive data for the Police Authority to monitor and scrutinise. We were informed that an external applicant had been appointed as Head of the Force Performance Unit.

It was highlighted that under the proposed current working arrangements the Police Performance Steering Group (PPSG) would identify performance issues and then approach Police Authorities and their forces in terms of what was being done to improve this. The APA was looking to develop a process

where Police Authorities could identify issues and what actions were being taken to allow APA to better represent those Police Authorities positions.

Action

Members discussed the need for the PPSG and considered that this process could come through one of the existing APA Policy Working Groups. Members also suggested that the APA be asked to develop their website to include best practice areas, contact numbers and case studies.

CEx

Discussion took place regarding capacity and capability to meet these new requirements and what additional support from the APA/Home Office would be sought. It was agreed to reserve judgement on development areas until after the Police Authority Inspection feedback.

CEx

MEMBER REPORT

6. We received a report from the Chief Executive which provided details of events attended by Members and Officers and any key issues raised.

Councillor C Mann 17th July 2009 Performance Landscape Workshop

Councillor A Crump 18th June 2009 South West & North West Joint Committee Forensic & Analytical Services. The Chief Executive was also in attendance.

Outturn report on this Consortium Contract for Gwent, to include costs and a comparison on previous years, was going to the Audit and Resources Committee in October.

CC/CEx

We were informed that the closure of the Forensic Service in Chepstow would have little impact on Gwent Police Force's service. We noted that a Scientific Support Project was working on a business case for one central service, which it was hoped would be prepared before the end of December.

It was noted that Avon & Somerset Police Authority were able to show how the improved service arising from the contract had improved offences brought to justice.

The following OBTJ data for Gwent was provided to Members:

Target 2009/10	Current Performance
Sexual = 30.7%	Sexual = 38.2% (149)
Violent = 38.7%	Violent = 20.5% (102)
Acquis = 11.1%	Acquis = 10.3% (960)
Other = 42.4%	Other = 36.5% (14,255)

At present no direct correlation between the new contract arrangements and performance could be made.

PERFORMANCE AGAINST THE LOCAL POLICING PLAN 2009/10

7. We received a report from the Chief Constable on performance against the Local Policing Plan 2009/10, which highlighted the current level of performance against the various indicators associated with APACS & the

Policing Pledge.

Action

The Head of Service Development supplemented the report by the use of Qlikview. We noted that there had been a 5.6% rise in crime over last year, which had totalled 3,000 victims. Members agreed that this would impact on public confidence. We recognised that this increase had been replicated across the country.

We noted that crime trends showed an increase in dwelling house burglaries, vehicle crime and anti social behaviour in Blaenau Gwent, Caerphilly and Torfaen (significant increase but small number). There had also been an increase in robbery and in particular theft of petrol. Vehicle crime was also being examined and had been singled out by the ACC for particular attention. It was agreed that the increase in crime was likely to be due to the present economic climate. We were informed that Daily Tasking was looking at key hot spots. Analysis work was taking place and Officers were tackling this via level 1 Tasking led by Chief Supt Symes. Members asked to be kept informed of these trends.

The increase in anti social behaviour was noted and the Force, following discussion at the last Force Performance meeting, were looking at whether this increased was as a result of the recession. Members discussed the definition of anti social behaviour and the varying tolerance levels from area to area. It was confirmed that more calls were being received through the introduction of 101 which had generated more recording of anti social behaviour. Members agreed that recording criteria should be consistent across each Neighbourhood area. We were informed that the Force recorded to the letter and variance between the six most similar Forces could be misleading as there may be poor recording practices in other Forces. It was agreed that a report would be prepared for the next meeting on antisocial behaviour across the Force area and include actions to ensure each area recorded and dealt with these issues in a consistent and effective way.

CC/CEX

Members referred to the prolific incidents of shoplifting which were being reported to some Members at PACT meetings. The Head of Service Development confirm that this was included in the theft figures, which also included fraud.

We were informed that Neighbourhood Teams were passing on information to the public regarding convictions and it was agreed that this was good practice and would impact on public confidence. Ways to improve links with Town and Community Councils should be considered.

CC

We noted the change in the detection rate since last year (-5.1%) and again Members asked if there were links between these figures and the increased crime levels. The DCC reported that 2011 Project had identified issues relating to the recording of crimes. The Force was going to introduce a Crime Management Unit, which would change the role of the Response Officer to include a detection responsibility. Other areas that were being looked at were the quality of investigation processes and prisoner interviews within the Custody Unit. All these actions should improve the sanction detection levels. The Head of Service Development was asked to include

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development of these improvement areas in the performance reports.

Action

We noted that the percentage of 999 calls answered within a standard time period fell below the standards during the month, although call handling performance as a whole had improved. The standard was a rolling target and when considered on an annual basis should show an improvement.

The DCC informed Members that the fall had been 88% from 90%. Managerial issues had been experienced in the call centre, particularly in two teams. We were assured that recent changes to shift patterns and better alignment of roles would now enable a distinct improvement.

Appendix 1, Summary of Performance against APACS SPIs

We noted the several blanks in the table which was due to lack of information from external organisations. Information would be available at a future time but Members agreed that there was a need to have all information populated at the same time. The Chief Executive confirmed that she would be taking this issue forward with the LCJB.

CEx

We noted the figure of -100.0% at APACS 8.1 (Value of cash forfeiture orders per 1000 population). The Head of Finance reported that this was a data issue and that he would look into this and ensure this information was updated for the next Performance meeting.

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Appendix 2, Summary of Performance against Policing Pledge

In relation to Item 5 – 999 calls within 10 seconds, we were informed that new procedures had been put in place to redress the recognised drop in performance. We requested a specific commentary on this aspect within the next performance report.

CC

We noted at Item 9 that performance was considerably and consistently below that of last year in relation to 9(a) 'Useful Information', and 9(d) 'Being Kept Informed'. Following discussion it was agreed that further work in regard to keeping people informed should be undertaken to identify which aspects of 'Being Kept Informed' related to Police Authority and which aspects related to other organisations activity. A report on the finding would be presented to the next Committee.

CC

The Head of Service Development suggested that the Chairs of Committees contact Mr Paul Evans to arrange some bespoke training on Qlikview in order to obtain a more in depth understanding of the system.

CEx

PUBLIC CONFIDENCE & SATISFACTION REPORT

8. We received a report from the Chief Constable which highlighted the current level of performance against the Public Confidence indicators. The report also contained the headline results published by the Home Office in 'Crime in England in Wales.

We noted the good work being undertaken on Vehicle Crime and the success of Operation Reunite which had targeted unlicensed drivers and

hotspot areas for car crime.

Action

The following was highlighted:

1. % of People saying Police and Local Councils are Dealing with Issues

46% (Baseline 39.3%)
Not statistically different from Eng & Wales average
Above average for Wales
= 30th position out of 43 forces

2. % Agree that Police Deal with Local Concerns

50% (2007/08: 42%)
One of 12 forces in England and Wales showing statistically significant improvement
=34th position

3. % of People saying Gwent Police do Excellent/Good Job

47% (2007/08: 39%)
One of only 3 forces in England and Wales showing statistically significant improvement
= 39th position

Members were pleased to note this upward trend albeit from a low base. It was agreed that consistency of recording, analysis and published results within England and Wales was questionable.

We noted the overview of key activity that had been undertaken and the activities planned by Corporate Communications as a part of the Safer Gwent drive for raising public confidence. The phenomenal response to the COW four minute clip on UTube was recognised and applauded. Members commented on the emotional content of the half hour DVD.

PROJECT 2011 MONITORING REPORT ON PROGRESS

9. We received a report from the Chief Constable which provided an update of the *Staying Ahead* Review. The report was presented in the form of a Highlight Report, which dealt with key issues under the following headings:

- Project summary
- Activities Undertaken
- Planned Activities
- Issues for Management Attention
- Planned Milestones

We were informed by the DCC that the project work was on schedule, which had identified to date a saving of £6½m and assurance was given to Members that this would be delivered. It was recognised that there had been some dissatisfaction expressed by staff in the press, which Members agreed was unhelpful but understandable when major changes first take place.

Members were pleased to note that the Protective Services gaps had been closed by improvements and increased resources to the following:

- Major Crime Teams
- Roads Policing
- Armed response Unit

The DCC agreed to provide the Vice Chair with a more detailed report in this area prior to the Full Authority meeting in October.

CC

Discussion took place regarding costs and the use of reserves when appropriate.

We noted that transferees, identified from a National recruitment campaign, would be filling the current vacancies by the end of December. We were informed that 23 new recruits would be starting at the end of this month, 15 of whom had previously been PCSOs. A shortened/bespoke training course had been developed due to their knowledge and relationships within the community. Further recruitment would commence in October, with a course scheduled for April 2010.

Members requested that a media strategy be developed highlighting passing out ceremonies in order for the public to be made aware of the increased number of Police Officer being appointed to the Gwent Police Force. It was felt that this would contribute to improved public confidence.

CC

We noted that consultation on the Business Support Work Stream had now finished. Business Support covers the following areas:

- Service Development
- Resources Directorate (Finance, Business Support, Asset Management, People Services, ICT and Procurement)
- Data Management
- Scientific Support Unit
- Estates
- Professional Standards Department
- Information Compliance Unit

Weekly management meetings had been taking place to consider the requirement of existing processes. Implementation of changes would be starting on the 1st October 2009. A full report would be presented to the Full Authority on the 2nd October 2009. It was confirmed that exit interviews would be taking place as part of the new process.

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The DCC agreed to forward an update of the on-going ICT work to Mr Bayliss as the Authority's Lead Member in this area. Similarly, the Vice Chair asked for a briefing on the current status of work on the Estates Strategy.

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CC

Discussion took place regarding opportunities to establish National collaboration on Procurement. The DCC confirmed that two Working Groups

were presently conducting work in this area. Members commented that consortiums could generally bring savings initially but when tied in this could present problems for the future. It was confirmed that this would be considered in any negotiations.

Action

LOCAL PUBLIC CONFIDENCE SURVEYING

10. We received a report from the Chief Constable, which informed the Authority of the proposed roll-out of Local Public Confidence surveying across the geographic area served by Gwent Police Authority and Gwent Police.

The following recommendation was highlighted:

To commission an external contractor, by using the Thames Valley Police Framework Agreement, to undertake a telephone survey of a random sample of 600 respondents in each Community Safety Partnership prior to the end of January 2010 (this would give a 95% confidence interval with a margin of error of approx +/- 4% at Community Safety Partnership level). Estimated costs for this approach were in the region of £30K. The Force would also seek to achieve broadly representative sampling across Neighbourhood Policing Teams (although it needed to be understood that the margin of error at Neighbourhood Policing Team level would be higher than at Community Safety Partnership level, also the margin of error at Community Safety Partnership level would be higher than at Force level). Gwent Police Authority had been allocated £53K towards the initial costs of surveying and publishing the results during 2009/10 provided that the Force/Authority continues to fund activity in future years.

We noted that currently the funding was for one year. We were informed that the APA had written to the Home Secretary regarding funding and had reserved the right for withdraw if Authorities were not in a position to fund following years and rely on the British Council Survey.

Work was progressing on the question set, which would be no more than 10 questions in total. Members asked if a question could be included around 'last contact with Police' It was confirmed that the question set would be taken to the Service Delivery Committee for Members' consideration. We noted that this was a telephone survey, which would be totally random, and therefore would not include any representative sampling.

CC/CEX

The Engagement and Performance Manager would be consulted on this work to enable any results to be transferred over to the Authority's work in this area. Quarterly update reports would be submitted to the Service Delivery Committee to support the statutory requirement in the Local Policing Plan.

CC/CEX

Members felt that there should be a common survey to ensure consistency across the 43 Authorities or at least across Wales to enable a sense of comparison and provide the required information. It was understood that South Wales were conducting their own survey. The Chief Executive confirmed that she was already taking this issue forward.

Members agreed that the Authority should take part in the survey as the

funding was available for this year, subject to the comments raised above.

EXEMPTION OF PRESS AND PUBLIC

Action

11. We resolved to exclude the press and public from the meeting during consideration of the following items of business in accordance with the provisions of the Local Government Act 1972 on the grounds that they may involve the likely disclosure of exempt information as defined in paragraphs 12, 13 and 18 of Part 4 of Schedule 12(A) of the said Act.

JOINT STRATEGIC RISK REGISTER

12. We received a report from the Chief Constable and the Chief Executive which provided an overview of the progress of the Strategic Risk Management process. The report provided a brief outline of the process, a summary of changes made to the Joint Strategic Risk Register, changes made to the Force Management Database, current critical risks and plans for development within the next year.

Members noted the proposals for the further development of the risk management process over the next year. We were informed that the processes and procedures would continue to be integrated and monitored to improve risk management performance for the Force and the Authority. This improved performance could ultimately lead to greater public confidence in Gwent Police Authority and Gwent Police.

It was recognised that technical changes would continue to be made to improve the performance and reporting of the Joint Strategic Risk Register with emphasis being put on streamlining processes for efficiency. Staff awareness and training in relation to risk management would also continue to improve and adapt to changing demands.

Members agreed that the process was sound and well managed.

RISKS IDENTIFIED

13. Arising from the report on Performance Against the Local Policing Plan, the dip in performance was of concern and it was felt that consideration should be given to this being placed on the strategic risk register. The risk was also linked to the introduction of the new Performance Landscape and the lack of clarity around the roles of the different stakeholders in this area.

Members made reference to the problems being experienced in the mortuary at the Heath. We noted that this would have an impact for Gwent and we were informed that this had been entered as a new risk on the risk register.

The meeting concluded at 1.00 p.m.