

**MINUTES OF THE MEETING HELD ON TUESDAY 23 FEBRUARY 2010 IN  
CONSTABULARY HEADQUARTERS, WINSFORD**

*Present:* M Ollerenshaw, Chairman  
D Bateman, Vice-Chairman  
A Arnold  
D Cargill  
M Chapman  
M Darby  
A Doran  
J Ebo

P Findlow  
R Hodson  
E Lam  
R McNeil  
B Maher  
C Oliver  
B Silvester  
A Walmsley

*Police Authority Officers:*  
M Sellwood, Chief Executive  
L Lunn, Treasurer  
M Eaton, Member Services  
Manager

*Constabulary Officers:*  
D Whatton, Chief Constable  
G Gerrard, Deputy Chief Constable  
B Simmons, Assistant Chief Officer  
I Wiggett, Temporary Assistant Chief  
Constable  
R Muirhead, Head of Finance &  
Procurement

*Apologies:* T Savage

86 MINUTES

**RESOLVED:**

That the Minutes of the meeting held on 5 January 2010 be confirmed as a correct record.

87 MINUTES OF COMMITTEES, PANELS & DISCUSSION DAY AND SUMMARY OF 'HAVE YOUR SAY' MEETINGS

The Chief Executive reported on actions required in relation to decisions at Engagement Committee on 9 February 2010 (Minute 46(7)) and advised that the review of Members' allowances would be presented to the Authority on 13 April 2010. In respect of Minute 49(2)(b) T Savage and M Darby had been nominated as the Authority's representatives on the Warrington and Cheshire West & Chester Crime & Disorder Scrutiny Committees respectively.

**RESOLVED:** That

- (1) the Minutes of the following meetings be received and the recommendations from the specific Minutes listed below, be adopted:-
  - (A) Engagement Committee – 9 February 2010 and arising from Minute 49(2)(b) that T Savage and M Darby be appointed as the

- Authority's representatives on the Warrington and Cheshire West & Chester Crime & Disorder Scrutiny Committees respectively;
- (B) Performance Panel – (i) 22 December 2009 and (ii) 16 February 2010
  - (C) Service Improvement Panel – 5 January 2010  
Minute 20: North West Region Collaboration Activities: Update  
Minute 22: Operations Training Project (Tactical Training Centre): Update  
Minute 24: Mobile Data: Post implementation Review  
Minute 25: Local Authority Carbon Management Programme  
Minute 28: Any Other Business: Disposal of surplus land, Winsford
  - (D) Finance Panel – 26 January 2010  
Minute 32: Revenue Budget Three Quarter year Review 2009/10  
Minute 33: Capital Expenditure & Financing: Three Quarter Year Review 2009/10  
Minute 39: Base Budget Review Constabulary's Legal Services Function  
Minute 40: Budget 2010/11: Communications Plan
  - (E) Police Authority Improvement Panel – 1 February 2010  
(Minute 29: Recommendation approved by Chairman's Action – see *Agenda item 18*)
- (2) the notes of the Discussion Day, 25 January 2010 be received and the following be considered:-
- (a) additional meetings of Service Improvement Panel be held on Monday 26 July 2010 at 9.30am and Thursday 3 February 2011 at 9.30am, be approved; and
  - (b) the continuation of R Hodson as Lead Member for the Transforming Business Services Project and the appointment of R McNeil as Lead Member for the Transforming Policing Project be approved.
- (3) the summary of issues raised at the last cycle of 'Have Your Say' meetings, be noted.

## 88 TRANSFORMING POLICING PROJECT: PROPOSAL

The Chief Constable submitted a detailed proposal on the Transforming Policing Project which set out the objectives, scope, approach and anticipated costs. It was reported that the Project aimed to improve the delivery of policing in Cheshire; provide a better understanding of the needs of the public and ensure that the Constabulary provides a cost effective sustainable service for the next ten years. Members at the Discussion Day on 25 January 2010 had considered in detail the scope and approach of the Project which was to be led by the Temporary Assistant Chief Constable.

The Chief Constable also submitted an additional report on the appointment of consultants to the Project.

*RESOLVED:* That

- (1) the proposed approach, scope and timescales for the Transforming Policing Project, be approved;

- (2) the allocation of £120,000 to support the Transforming Policing Project, be supported in approving the budget for 2010/11;
- (3) progress reports be submitted to Service Improvement Panel, and the final proposals for a revised policing model, be submitted to the Authority on 28 September 2010 for consideration and approval, to enable implementation from December 2010; and
- (4) Vanguard be appointed to provide consultancy services to the Transforming Policing Project during the check phase at a total cost of £48,000.

## 89 TACKLING ANTI-SOCIAL BEHAVIOUR

The Temporary Assistant Chief Constable presented a report on the Constabulary's approach and strategy to tackle anti-social behaviour (ASB) and the progress made in integrating that approach with partners through the sub-regional Community Safety and Justice Commission.

The Strategy had been reviewed to reflect comments made at the Discussion Day on 25 January 2010. It outlined the Constabulary's process for recording, attending and responding to ASB incidents and the subsequent follow-up and action taken. The report also contained information on the Constabulary's performance in responding to and attending ASB incidents; the public's perception of ASB and confidence in relation to the police resolving reported ASB; and the lessons learned from the Pilkington case.

The Authority welcomed the production of the Strategy and commended the Constabulary for its clarity and clear format. Members discussed a number of issues including the successful bid for funding for the shared ASB database; the work undertaken to tackle alcohol misuse and anti-social behaviour; and the Constabulary's categorisation of minor crimes, with the Chief Constable. It was reported that the action plans and guidance associated with the Strategy would be presented to Engagement Committee on 18 May 2010.

### *RESOLVED:*

That the Constabulary and partnership approach to tackling anti-social behaviour, as set out in the Chief Constable's report, be supported.

## 90 CHARGING POLICY: ANNUAL REVIEW

The Chief Constable reported on the annual review of charging for police services, and sought approval to the proposed charging methodologies.

In considering the report, Members discussed the proposed charges; the procedure for recovering bad debts; the levels of income; and requested clarification on the charging for charitable events and management on-costs and the proposed increase in costs in taking prosecutions to Magistrates Courts.

### *RESOLVED:* That

- (1) the proposed charging policy as set out in the joint report, be approved;

- (2) the associated decisions on charging continue to be delegated to the Chief Constable; and
- (3) further clarification about charging for charitable events and management on-costs be submitted to Finance Panel on 6 April 2010.

91 ASSOCIATION OF POLICE AUTHORITIES & ASSOCIATION OF CHIEF POLICE OFFICERS: SUBSCRIPTION 2010/11

The Chief Executive presented the annual subscription rates for the Association of Police Authorities (APA) and Association of Chief Police Officers (ACPO) for 2010/11.

Members at the Discussion Day on 25 January 2010 considered at length whether the Authority should accept the additional place on the APA and had recommended that the Authority accept the second place.

*RESOLVED:* That

- (1) the additional place on the APA be accepted and the Vice-Chairman be appointed as the second Member to represent the Authority;
- (2) the subscription to the APA for 2010/11 of £40,894, be approved; and
- (3) the subscription to the ACPO for 2010/11 of £11,914.19, be approved.

92 MIDDLE OFFICE REVIEW: REVIEW OF PROGRESS

The Deputy Chief Constable reported on the progress of the Middle Office Review which aimed to identify options and alternatives for change and efficiency within the middle office.

Members raised a number of issues with the Deputy Chief Constable including the level of savings to be achieved in 2009/10 and 2010/11; and the status of the review of the Strategic Public Protection (SPP) Unit. The Deputy Chief Constable confirmed that savings would commence in 2010/11 and that the lead member of young people would be briefed on progress of the review of the SPP Unit.

*RESOLVED:*

That the progress of the Middle Office Review, be noted and the outcomes of the reviews be reported to Service Improvement Panel on 30 March and 1 June 2010.

93 URGENT BUSINESS: SAFE CENTRE PROJECT

In accordance with Standing Order No. 5.3, the Chairman was of the opinion that an item of business be considered as a matter of urgency as developments had occurred since the publication of the agenda in relation to the Safe Centre which may impact on the development of the Project and it was necessary to inform the Authority.

*RESOLVED:*

That item of urgent business relating to the Safe Centre: Progress of Project, be considered in Part 2 of the agenda.

94 EXCLUSION OF THE PRESS AND PUBLIC

*RESOLVED:*

That under Section 100(A)(4) of the Local Government Act 1972, as applied by the Police Act 1996, and as amended, the press and public be excluded from the meeting for the items of business listed below on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act in the paragraphs indicated:-

<i>Item</i>	<i>Paragraph</i>
Transforming Business Services: Progress and Proposed Senior Management Structure	(4) Information relating to labour relations
Customer Relationship Management System: Business Case	(6) Information relating to proposed actions by the Authority
Urgent Business: Safe Centre Project	(6) Information relating to proposed actions by the Authority

*PART 2 – MATTERS CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC*

95 TRANSFORMING BUSINESS SERVICES PROJECT: PROGRESS AND PROPOSED SENIOR MANAGEMENT STRUCTURE

The Deputy Chief Constable submitted a report on the progress of the Transforming Business Services Project. The report detailed the changes to the original Outline Business Case (OBC); the timescale and financial implications relating to the Project; and the proposed senior management structure. Since the approval of the OBC on 29 September 2009 (Minute 66) the Authority's Service Improvement Panel had received regular reports on the development of the Project.

Members considered the progress of the Project; the financial implications and proposed savings; the proposed senior management structure; and the target of at least 20% for reducing management costs which equated to £1.45m.

*RESOLVED:* That

- (1) the progress of the Transforming Business Services Project since the approval of the Outline Business Case, be approved;
- (2) the revised savings and costs detailed in the report be approved and included in the 2010/11 budget and efficiency plan;

- (3) the progress of the procurement of an integrated business system be noted, and the discussions with NPIA for the procurement to be used as a framework under the Information Systems Improvement Strategy programme, be supported;
- (4) the proposals for the senior management structure within the HQ business services structure, as outlined in the Chief Constable's report, be approved;
- (5) the target of reducing management costs by at least 20% within the business services structure be approved, and a further report on the development of the overall management structure be submitted to the Authority on 13 July 2010; and
- (6) Service Improvement Panel continue to receive regular reports on the progress of the Project.

#### 96 CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM: BUSINESS CASE

The Deputy Chief Constable submitted the business case for the procurement and implementation of a Customer Relationship Management (CRM) system.

Members acknowledged the benefits that the system would deliver in increased customer confidence and discussed with the Deputy Chief Constable the three procurement options; the risks associated with non-delivery of contract; and the anticipated financial implications of the system.

*RESOLVED:* That

- (1) the business case for procurement of a CRM system be approved, at the stated capital costs identified in the Appendix to the Chief Constable's report, for which provision be made in the 2010/11 capital programme;
- (2) the CRM system implementation costs of £155,000 be included in the 2011/12 budget process to be met by the cash savings identified in the business case; and
- (3) a detailed report on the outcome of the tender process for the CRM system be submitted to the Authority on 14 December 2010 for consideration.

#### 97 URGENT BUSINESS: SAFE CENTRE PROJECT

The Assistant Chief Officer gave an oral report on recent developments with regard to the review by the NHS of the proposed Safe Centre to be located at Leighton Hospital, Crewe.

*RESOLVED:* That

- (1) the report be received; and
- (2) further progress reports be presented to Service Improvement Panel as appropriate.

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

98 POLICING PLAN 2010-13

The Chief Constable and Chief Executive presented the draft Policing Plan for 2010-13 which incorporated the policing objectives for 2010/11 and the arrangements for policing the area over the three year period.

In presenting the draft Plan, the Deputy Chief Constable commented on the request by Performance Panel on 16 February 2010 (minute 43) for additional measures. The Authority was advised that additional measures relating to anti-social behaviour victims' satisfaction; gun crime; and counter terrorism would be included. It was also reported that the productivity & efficiency and budget sections would be amended in the light of the Authority's decision on the 2010/11 budget.

*RESOLVED:*

That the draft Policing Plan for 2010-13 be approved, subject to additional measures on anti-social behaviour victims satisfaction; gun crime; and counter terrorism being included, with the Chief Executive authorised to finalise the content in the light of the Authority's decision on the 2010/11 budget.

99 TREASURY MANAGEMENT 2010/11

The Treasurer presented a report which sought approval to the Authority's treasury management strategy 2010/11; the prudential indicators for 2010-13; the Authority's Investment Strategy for 2010/11; and the Minimum Revenue Provision Statement.

The Treasurer reported on changes as a result of the banking crisis and current economic climate and invited the Authority to nominate a lead member to oversee treasury management activity.

*RESOLVED:* That

- (1) the revised Treasury Management in Public Services Code of Practice, as set out in the Treasurer's report, be adopted;
- (2) the maximum investment amount for money market funds be increased to £10m, as set out in the Treasurer's report;
- (3) the Treasury Management Strategy, the Annual Investment Strategy, and the Minimum Revenue Provision Statement as set out in Appendices 1, 1a and 1b respectively, be approved; and
- (4) M Darby be appointed as the Lead Member for treasury management.

100. 2010/11 REVENUE BUDGET, CAPITAL PROGRAMME, EFFICIENCY PLAN AND COUNCIL TAX PRECEPT

The Treasurer and the Chief Constable submitted a joint report setting out the draft budget and the implications for the Authority's council tax precept for 2010/11. The report outlined how the police service was financed and detailed the final revenue support grant settlement for 2010/11; confirmed the maximum budget permitted by the Government; the Prudential Code; the policy and expenditure proposals for the coming year; pay and price changes; reserves strategy; and staffing levels.

The Chairman made a statement on the difficult financial scenario and pressures facing the Authority in order to maintain the current level of frontline policing, protect previous investments in protective services and neighbourhood policing and achieve the £5m required savings in 2010/11. The Authority had reviewed the demand for services and the budget had been aligned to that demand and importantly to deliver the policing objectives set for the Chief Constable. Following wide public consultation, general support to the proposed increase had been identified. The Chairman proposed a budget increase of 2.65% with a council tax increase of 2.72% for 2010/11. It was reported that whilst this budget would require a reduction of 34 non-frontline police officer posts, the Chief Constable had confirmed that this reduction would not have a negative impact on the performance the service delivered to the public. The Authority was committed to drive improvements and would be working closely with the Chief Constable to identify where additional savings could be made in non-frontline services in future years.

The Treasurer outlined the current financial scenario; the key financial risks around the budget; the rationale for maintaining the level of reserves; and the likely severe revenue and capital funding constraints from 2011/12 onwards.

The Chief Constable welcomed the support of the Authority and the Treasurer in proposing to set the budget at the maximum level permitted by the Government given the severity of future funding constraints and confirmed his commitment to deliver the priorities and objectives contained in the Policing Plan and the measures already in place to identify savings over the coming years which included the Transforming Policing Project.

The Authority discussed the budget proposal and recognised the need for the proposed increase in order to maintain the service and meet public demand and expectations. Members discussed the current capital programme; the savings to be realised in 2010/11 by the Transforming Business Services Project; and the position of partner funding for PCSOs.

*RESOLVED:* That

- (1) the Medium Term Financial Strategy for 2011-14, assuming total efficiency savings of £23.1m and comprising £17.6m cash savings, be confirmed and updated after the General Election, as the basis for the development of a 2011-14 budget for approval by the Authority in February 2011;

- (2) a report on medium term future capital requirements and funding be considered by Finance Panel on 6 April 2010 to inform the development of the MTFS and detailed budget options for 2011-14;
- (3) BCU fund spending plans be prepared by the three Area Commanders, to comply with the guidance issued by the Minister of State for Policing and be submitted to Finance Panel on 6 April 2010 for approval;
- (4) the views of representatives of the business ratepayers on the budget proposals, as contained in Appendix 6 to the report, be acknowledged;
- (5) the level of the Authority's total budget requirement for the financial year commencing 1 April 2010 be increased by 2.65% to £177,483,000, to be funded by Government grant, a net deficit on collection funds, and a council tax increase of 2.72% (an extra £3.83 per annum or 32p per month on a Band D property), bringing the council tax level for 2010/11 for a Band D equivalent property to £144.53;
- (6) the Minister of State for Local Government be advised that the Authority has set its budget at the maximum amount permitted by the Government, as announced in November 2009, and has made significant reductions of £5m to achieve this budget;
- (7) the number of police officers be agreed as 2,108 as at 31 March 2011;
- (8) the number of PCSOs be maintained at 237 throughout 2010/11, subject to continuing partner funding;
- (9) the provision of £4,510,000 for pay and price increases between November 2008 and November 2009 and the provision of £3,121,000 for pay and price increases between November 2009 and March 2011, be approved;
- (10) a provision of £4,372,000 in respect of commitments, as set out in Appendix 1, be approved;
- (11) the capital payments programme totalling £10,628,000 for 2010/11, as set out in the report; and the associated revenue savings of £98,000, together with the method of financing, set out in the report, resulting in £3,631,000 additional borrowing, be approved;
- (12) the final year of the Efficiency and Productivity Strategy for 2010/11, with a target of £6,523,000 and the Value for Money Statement for 2011-14, as set out in Appendix 4 and amended by Members to ensure overtime continues to meet the Government target, be approved, with progress reported quarterly to Finance Panel;
- (13) 2010/11 savings proposals, totalling £5,005,000, as set out in the report, be approved for implementation;
- (14) the policies on the robustness and adequacy of estimates and on general revenue reserves (Appendix 5), be approved and due consideration be given to remedial action in the event of any in-year unbudgeted

expenditure arising, which cannot be absorbed by the Constabulary, before any call on reserves is contemplated;

- (15) the neighbourhood policing/workforce modernisation reserve be transferred back into general reserves;
- (16) the financial health targets for monitoring purposes set out below, be approved:-

(i) *Reserves*

That the Authority maintains its level of general reserves, after allowing for potential financial risks, at no lower than 3% of the net budget and that this be monitored by Finance Panel on a quarterly basis.

(ii) *Revenue Spending*

That the Authority maintains its revenue spending within 0.75% of its net budget and that this be monitored by Finance Panel on a quarterly basis.

(iii) *Capital Programme Management*

That the Authority maintains its projected capital outturn at a level that does not vary from the capital programme by more than 20%. The total Capital Programme includes the 2010/11 capital programme and the slippage brought forward from previous years. This target is to be monitored by Finance Panel on a quarterly basis.

(iv) *Debt*

That the Authority collects at least 50% of debtor income within one month of the invoice being raised.

(v) *Prudential Indicators*

That the Authority continues to monitor actual prudential indicators on an annual basis against the indicators set in the budget.

- (17) council tax income of £99,315 from second homes for 2010/11 be set aside and paid to Warrington, Cheshire West & Chester and Cheshire East Crime and Disorder Reduction Partnerships, to support the continued partner funding of PCSOs.

- (18) precepts on collection funds be levied as follows:-

	£
Cheshire East	20,981,627
Cheshire West & Chester	17,502,051
Halton	5,521,061
Warrington	10,066,830
Total Precept	<u>54,071,569</u>

## 99. CHIEF CONSTABLE'S REPORT

The Chief Constable presented the operational report for the period December 2009 to January 2010, which showed the positive performance against a number of key measures with reductions in business robberies; criminal damage offences and serious acquisitive crime. The report outlined the work and a number of successful operations performed by the Neighbourhood Policing Units and Crime Teams across the Constabulary.

The Chief Constable in particular, focused on the work being undertaken to tackle alcohol related crime and anti-social behaviour; the targeting of speeding motorists; the development of the 'Ruralwatch' initiative; and an ongoing serious crime investigation which was impacting on officers and staff.

The Authority discussed with the Chief Constable a number of issues which included the implementation of alcohol banning orders; the development of the Constabulary's website to enable offenders photos to be displayed; the circulation of information relating to FPNs and enforcement action taken against speeding motorists to 'Speedwatch' volunteers; and negative media coverage about a crime prevention initiative in Macclesfield and the use of the Force aircraft.

*RESOLVED:*

That the Chief Constable's report be noted.

## 100. GOVERNANCE OF STRATEGIC CHANGE AND PROJECTS

The Chief Constable submitted a report on the revised project governance structures which included a number of changes to the way the Constabulary manages development activities and outlined the arrangement and relationships of the boards and groups. The revised structure had been considered at the Discussion Day on 25 January 2010 and was supported by Members.

*RESOLVED:*

That the revised governance structures for managing strategic change and projects, as set out in the Chief Constable's report, be supported.

## 101. WORKING FOR THE PUBLIC' PRODUCTIVITY FRAMEWORK

The Chief Executive reported on the forthcoming Her Majesty's Inspectorate of Constabulary (HMIC) inspection 'Working for the Public', which would look at the progress that authorities and forces had made in delivering on recommendations made around the development and deployment of the workforce.

The Chief Executive advised that the framework had been produced by the Home Office, ACPO and APA to assist in the inspection process.

*RESOLVED:* That

(1) the productivity framework be received and noted; and

- (2) the Chief Executive and the Chief Constable utilise the productivity framework in preparation for the forthcoming HMIC 'Working for the Public' inspection.

## 102. MEMBERS' ACTIVITY

The Chief Executive submitted a report which contained Members' reports following their attendance at recent meetings, which included meetings of the APA and the Equality, Diversity & Human Rights Board; and the Celebration of Cultural, Religious and Diversity event; the LGA Policing White Paper Conference; training sessions and visits as part of the Members' Training Plan; and Chairman's activities.

### *RESOLVED:*

That the report be noted.

*Duration of meeting: The meeting commenced at 9.30am and finished at 12.05pm.*