

To: Cambridgeshire Police Authority

From: Chief Executive

Date: 30th September 2009

PROPOSALS FOR FUTURE COMMITTEE AND PANEL STRUCTURE

1. Introduction

- 1.1 The process of developing Cambridgeshire Police Authority's Organisation Development Plan has identified the need for changes to Committees and Panels to improve the efficiency and effectiveness of the Police Authority.
- 1.2 A review of other Police Authorities Committee structures has revealed that these can be unique to each Authority. There is no single structure which has been identified as best practice. Each Authority must therefore develop a structure which best suits local circumstances.
- 1.3 This report therefore:
 - sets out the high level issues that informed the review of Committees and Panels within Cambridgeshire,
 - proposes options for the way forward,
 - puts forward a timetable for decision making.

Members' support is sought for the preferred options and the timetable for implementation.

2. The issues which have informed the review

- 2.1 The process of producing the Police Authority's Organisational Development Plan has identified issues which should inform the restructuring of Cambridgeshire Police Authority's Committee structure. These are set out below:
- 2.2
 1. The Police Authority, unlike District of County Councils, has a small numbers of Members, seventeen. Their time must be focus on priority issues and they should receive focused training to ensure they are able to effectively deliver the role of the Police Authority through its Committee and Panels.
 2. A clear business focus, linked to the policing plan, is required within each Committee with shorter more outcomes focused agendas maximising the impact of Members and Executive's time.

3. Elements of the policing plan should be clearly assigned across Committees and Panels.
4. The overarching nature of the confidence target needs to be recognised with public confidence and satisfaction at the heart of scrutiny and the results of public engagement informing the work of all Committees and Panels.
5. The new structure should build on current structures and reflect improvements in business management that have been secured over recent years.
6. Human rights and equality need more focus and visibility.
7. The committee structure must link with and embrace requirements of partnerships working, including clear relations with CDRPs, LSPs and LAA scrutiny processes.
8. The number of Committees / Panels and meetings should be decreased releasing resources to participate fully in the partnership agenda.
9. There is a need to maximise what is undertaken in public but opportunities should remain to enable confidential discussions on details of performance that may stray into specific operational policing issues.
10. Financial planning must be viewed in a wider context with clear links to efficiency and workforce planning (recognising that people cost is the main driver of spending).
11. There should be continued separation of responsibility for production of the policing plan (Finance and Resources) and scrutiny of its delivery.
12. The amount of business to be considered by the existing Scrutiny and Audit committee has increased significantly over the years and is becoming unmanageable. A separate Committee to discuss audit matters will also address the incongruity of the full Authority receiving and approving the Statement of Accounts but the Scrutiny and Audit Committee receiving the audit reports thereon.

3. Options identified to address these issues

- 3.1 A number of proposals have been generated to address the issues set out in Section 2:

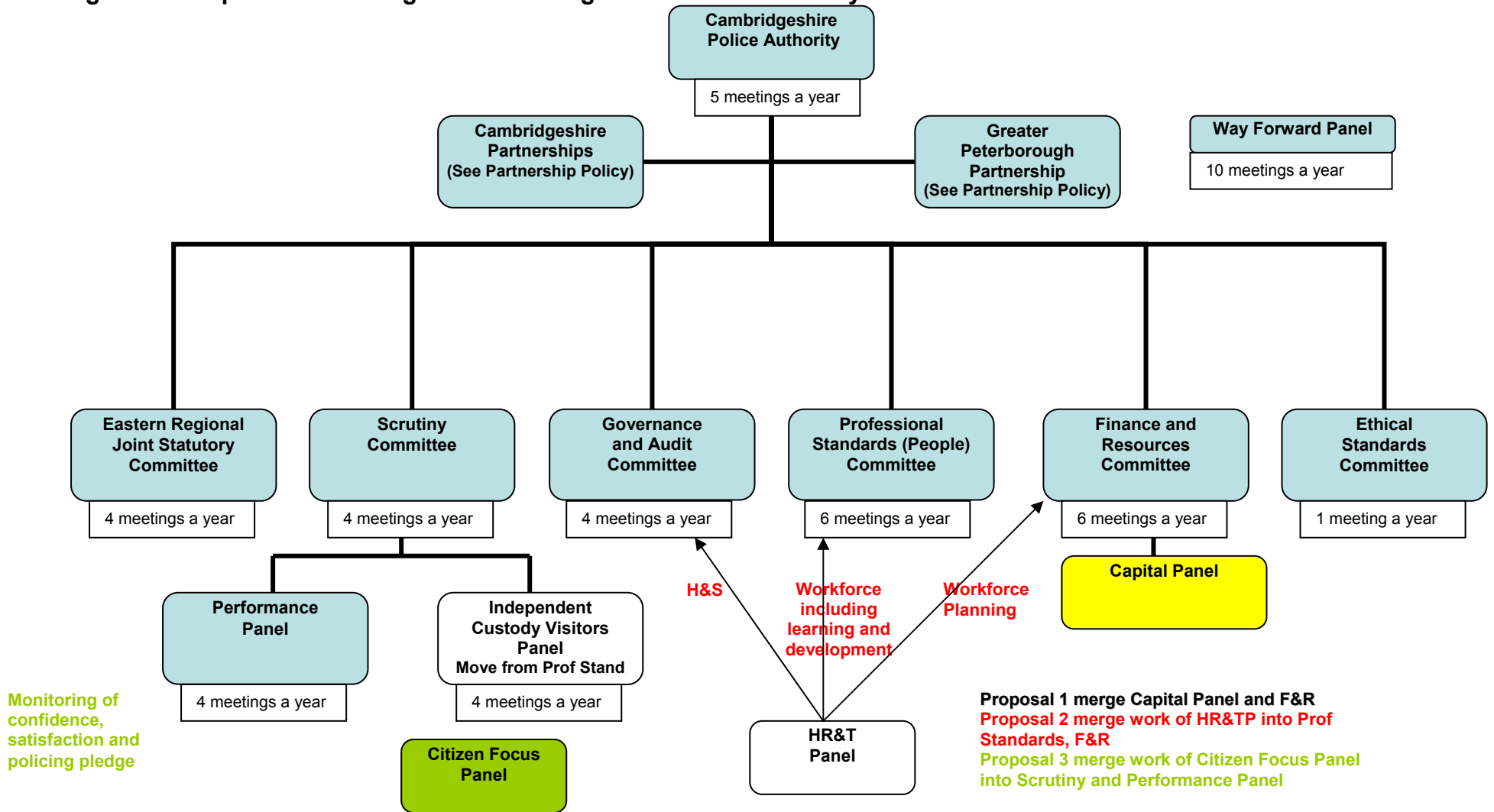
Proposal 1: Merge the Capital Panel and Efficiency into Finance and Resources Committee;

Proposal 2: Merge the work of Human Resources and Training into the Professional Standards and Finance and Resources Committees;

Proposal 3: Merge work of Citizen Focus Panel into the Scrutiny Committee and the Performance Panel.

3.2 These proposals are set out in Figure 1 and are described in more detail below:

Figure 1: Proposals for changes to Cambridgeshire Police Authority Structure



3.3 Proposal 1: Merge the Capital Panel and Efficiency into Finance and Resource Committee.

In the last 3 years huge progress has been made in ensuring that an effective capital plan is in place and delivered to budget and to time. This has meant that increasingly discussions at Capital Panel are not adding value compared to discussions at the Finance and Resources Committee alone. It is likely that continued progress will be made during 2009/10 on this agenda, resulting in the Capital Panel adding little value in the 2010/11 business cycle, hence the proposal to subsume this business within the Finance and Resources Committee.

To address the need for financial planning to embrace efficiency, in the sense that efficiency can deliver savings to the bottom line, the opportunity should also be taken to move consideration of efficiency from Scrutiny and Audit to Finance and Resources.

3.4 Proposal 2: Merge the work of Human Resources and Training Panel into Professional Standards and Finance and Resources Committee.

The Association of Police Authorities' and some other Police Authorities combine the review of professional standards (including the review of complaints) with the review of workforce issues including learning and development. However some workforce issues could be better dealt with by other committees, e.g. workforce planning is a main driver of spending and this should link to Finance and Resources. These two facts have led to the proposal to disband the Human Resources and Training Panel (HR&TP).

The HR&TP is responsible for Health and Safety. If HR&TP was disbanded Health and Safety could be considered within the Governance Committee.

The above proposal would generate an increased workload at the Professional Standards Committee. This could be offset by increasing the frequency of meeting of the Committee from 4 to 6 a year and changing the reporting line of the Independent Custody Visitors Panel to the new Scrutiny Committee. The move of the Independent Custody Visitors Panel to the new Scrutiny Committee would also have the advantage of ensuring the scrutiny of custody issues is brought into line with scrutiny of others issues, rather than being seen as solely as a Professional Standards issue.

3.5 Proposal 3: Merge the work of Citizen Focus Panel into the Scrutiny Committee and the Performance Panel.

Public confidence and satisfaction must be at the heart of scrutiny. It is therefore proposed that the work of Citizen Focus Panel to monitor confidence and the policing pledge is moved to the new Scrutiny Committee and the Performance Panel. This would place confidence at the heart of performance monitoring and scrutiny. The Authority and Constabulary's engagement strategies are not yet complete. It is envisaged that this work would be completed before the Citizen Focus Panel was disbanded.

4. Proposed Timetable for Decision Making

- 4.1 Some of the changes set out in this report can occur incrementally within current Committee Terms of Reference and the Authority's Standing Orders. Others will require significant changes to Member allocation and/or Committees' Terms of Reference. The Authority Standing Orders indicate this scale of change should be endorsed by the Annual General Meeting.
- 4.2 A change to the Committee structure affects many people across the Constabulary and Police Authority. A cautious approach is recommended to ensure full scrutiny of the process to identify potential pitfalls.
- 4.3 With the agreement of the Authority Chairman, the Efficiency Plan (within Scrutiny and Audit Committee's terms of reference) was considered by the Finance and Resources Committee in June 2009. For the reasons outlined in 2.2 (10) above, approval is now sought for an immediate change in Terms of Reference, to enable Finance and Resources Committee to approve and monitor the Efficiency Plan.

4.4 Figure 2: Key milestones

<i>Date</i>	<i>Event</i>	<i>Output</i>
Aug-Sept 09	Committees and Panels	<ul style="list-style-type: none">• Issues which need to be addressed identified• Other feasible options identified (if any)• Views on advantages / disadvantages of options
30 Sept 09	Full Police Authority	<ul style="list-style-type: none">• The need for change endorsed• Headline committee structure agreed• Incremental changes which can take place within current terms of reference agreed• Provisional dates for 2010/2011 cycle agreed
Oct 09	Exec / ACPO discussions	<ul style="list-style-type: none">• Detail of new Terms of Reference shared
Nov 09	Member and ACPO Away Day	<ul style="list-style-type: none">• Shared understanding on new Committees structure to inform details of ToR
21 Dec 09	Full Police Authority	<ul style="list-style-type: none">• Detailed Terms of Reference agreed• New committee structure agreed• Final dates of Committees and Panels ratified
June 2010	Annual General Meeting	<ul style="list-style-type: none">• Members allocated to new committee structure

5. Preferred Option

- 5.1 The proposals set out in section 3 are not mutually exclusive. One or all of the proposals could be implemented. The proposals have been discussed at meetings of the Scrutiny and Audit Committee, HR and Training Panel and Citizen Focus Panel. There has been general support for the implementation of all three options together with the timetable set out above.

5.2 Additionally it has been highlighted that the opportunity to review the terms of reference of the Way Forward Panel, opening up membership to all Members of the Authority.

6. Draft Programme of Meeting dates for 2010/11

6.1 As set out in the timetable above, the Authority is presented with the draft Programme of Meetings for 2010/11 (attached at Appendix 1).

6.2 The 2009/10 dates have been used as a starting point to draft the 2010/11 Programme and take into consideration the proposed new structure of Committee and Panel meetings but can be modified if the proposals are not accepted by the Authority.

6.3 The dates take into account the requirement to ensure that there is ample reporting times between a Panel and its parent Committee (or the full Authority). The proposed start time for meetings is 3:30, with an opportunity for a 30 minute preparation time starting at 3pm. Consultation is currently underway with contacts in the Constabulary's Senior Management Team, Cambridgeshire County Council and Peterborough Unitary Authority, to account for known key Council dates and avoid a conflict of dates with Members' diaries.

6.4 Members are advised that once meeting dates are fixed, they will not be varied during the year. On occasions where the appropriate Committee/Panel Chairman is not able to attend the meeting, then Standing Order Number 2 will apply.

6.5 Following this meeting (and approval of the draft Programme) there will be a two month consultation process for Members and Colleagues to advise the Executive Team Officers of any issues. The final Programme will be ratified at the Police Authority meeting on 21st December 2009.

7. Recommendation

7.1 The Authority is recommended to:-

- Discuss the issues, proposals and timetable set out within this report and to support the preferred option as set out in Figure 1.
- Provisionally approve the draft Programme of Meetings for 2010/11, as outlined at Appendix 1, and for Members/Colleagues to enter them in their diaries forthwith. The final Programme (and proposed changes to the new Committees and Panels structure) to be ratified at the Police Authority meeting on 21st December 2009.
- Approve an immediate addition to the Terms of Reference of Finance and Resources Committee to enable it to approve and monitor the Efficiency Plan.

BIBLIOGRAPHY

Source Document (s)	Contact Officer	Location
	Dr Dorothy Gregson Chief Executive (01480) 422463	Cambridgeshire Police Authority, Hinchingsbrooke Park, Huntingdon, Cambs, PE29 6NP.
<p>Originating OfficerDorothy Gregson.....</p> <p>Is it considered that this report contains 'exempt information' and should be considered in private? No</p> <p>If the answer is "YES", please state the nature of the exempt information and the relevant clause (s) by virtue of Part 1 of Revised Schedule 12A to the Local Government Act 1972.</p> <p>.....</p> <p>The attached report has been cleared with the undermentioned Officer/s who have assessed the exemption status above (delete as appropriate)</p> <p>Chief Executive and Treasurer</p> <p>Others</p> <p>Submitted on1st September 2009.....</p> <p>A report will not be sent to the Authority unless this box has been satisfactorily completed and all necessary consultation carried out - the responsibility for which rests with the originator (except for consultation with the Chairman and this will be undertaken by the Chief Executive).</p>		