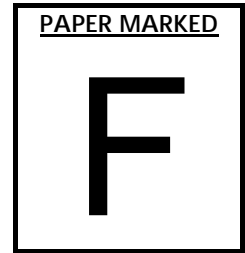


LEICESTERSHIRE POLICE AUTHORITY



Meeting **POLICE AUTHORITY**
Date **TUESDAY 27 APRIL 2010 – 2.00 P.M.**
Report of **TREASURER**
Subject **POLICE AUTHORITY DEVELOPMENT PROGRAMME**

Purpose of Report

1. To present for scrutiny by Members a proposed structure and action plan to take the Authority forward following Police Authority Inspection and subsequent discussions.

Background

2. The Leicestershire Police Authority Inspection Report 2010 was released on 14 January 2010, and on 26 January 2010 considered an Improvement Plan to address the issues raised.
3. On 26 and 27 February 2010 Members attended a facilitated Away Day event designed to take thinking further forward.

Latest Position

4. Subsequent meetings between Members and Officers of the Authority, including a Discussion Day on 14 April, have led to the production of a Development Programme and Action Plan to be completed during 2010.
5. The Programme envisages four groups of Members as described in Appendix A attached.
6. The Action Plan, a live document that will be updated regularly, appears at Appendix B.
7. Alongside that Programme, a trial has been commenced of a web based solution called Google Groups that it is hoped will enable Members and Officers to interact more effectively and efficiently. For the moment the trial is limited to the Core Business Group, although it is anticipated that all Members will join in the event the trial proves successful. More details will be given at the meeting.
8. In order to free up some time and as a means of piloting some possible changes to the way the Authority does business, it is suggested that the Human Resources Committee and Consultation and Communications Committee meetings be suspended for the time being. It is also suggested that reports are more clearly allocated with agendas so that those requiring significant debate or decision should appear as Part A papers. Ordinary papers would feature in Part B of the agenda. This would guide the time management of the meetings. In addition, a more robust approach could be taken to reports produced

for information, distributing these to members as LPA Circulars (which members can request be placed on a meeting agenda if they wish).

Recommendation

9. Members are invited to:
- (i) scrutinise and adopt Appendices 1 and 2 as the Police Authority Development Programme 2010; and
 - (ii) agree the arrangements at paragraph 8 above.

Implications

Financial: There will be financial implications that will be considered as part of the provisional outturn report that appears elsewhere on the agenda. Legal: none. Diversity: none. Risk Management: Failure to implement improvements appears as a risk in the Police Authority Risk Register

Background Papers

Leicestershire Police Authority Inspection Report 2010 – HMIC 14 January 2010.

Officer to Contact

Mr C Smith, Treasurer, Tel: (0116) 229 8984

email: police.authority@leicestershire.pnn.police.uk

LEICESTERSHIRE POLICE AUTHORITY DEVELOPMENT PROGRAMME 2010

The Development Programme is designed to address the findings of the 2009 HMIC Inspection and the outcomes of the Members' Awayday in February 2010.

The Programme is based around a Project Manager, four Member led Reference Groups, and PA Secretariat support.

An Action Plan will guide the work of the Reference Groups. The timetable associated with the Plan will reflect the priorities to be addressed and the interdependencies within the Programme.

The Project Manager is Chris Smith.

The Reference Groups are:

Description	Areas of Activity	Personnel
1. Core Business Group	<ul style="list-style-type: none"> • Consultation methods • Engagement policy • Data analysis • Development of Policing Plan • Communications • Performance Management • IT issues 	Barrie Roper (Chair) Byron Rhodes (ex-officio) Tim Render Joe Orson Sarah Hill Bernard Greaves David Prince Chris Smith (Officer Lead) Force Points of Contact: Gordon Fraser Ali Naylor Geoff Feavvour
2. Strategic Financial Planning Group Members	<ul style="list-style-type: none"> • Strategic financial management • Value for money • Savings programme • Business case analysis 	Byron Rhodes (Chair) Barrie Roper Di Newton Tim Render Chris Smith (Officer Lead) Force Points of Contact: Chris Eyre Paul Dawkins
3. Workforce Productivity Group	<ul style="list-style-type: none"> • Preparation for workforce planning inspection (Working for the Public) • Diversity issues 	Di Newton (Chair) Barrie Roper (ex officio) Uday Dholakia Adrienne Roberts Shofiqul Chowdhury Wendy Martin Angela Perry (Officer lead)

		Force Points of Contact: Gordon Fraser Ali Naylor Geoff Feavyour
4. Governance Development Group	<ul style="list-style-type: none"> • Committee structures • Lead members • Allowances • MDDs • Agendas, reports, minutes • PA circulars • Newsletter • Publications • Secretariat structure 	All Members (Chair – Byron Rhodes) All members Robert Swinfield (Officer lead) Force Points of Contact: Chris Eyre Geoff Feavyour

LEICESTERSHIRE POLICE AUTHORITY: DEVELOPMENT PLAN 2010

Group	Group Issues	Possibilities	Action	Who	When	Status	Commentary
Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	A consultation programme for 2010/11	Agree Consultation Programme 2010/11	R Swinfield R Swinfield	 30-Sep	Completed 21 Jan Not started	27-Mar: Does this need to be reviewed ? 13-Apr: Agreed that it should be reviewed after new strategy prepared by 31-Jul
Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	A strengthened medium term Engagement Strategy (2 + 16)	Develop Engagement Strategy 2010-13. (n.b. diverse communities & most vulnerable groups (17))	R Swinfield / Team	31-Aug	Not started	
Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	Services that are fully accessible to all our communities, by improved use of available data to better understand the impact of policing on local communities (19)	Examine all data available, consider relevance, re-map as necessary	C Smith / Team	31-May	In progress	30-Mar: S Fraser / S Hoare asked to record all existing consultation & engagement arrangements by PA, force, and partners
Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	Greater consistency in PA influence at CDRPs (20)	Risk assess our approach to partnerships & concentrate effort in the areas of greatest risk	B Rhodes / B Roper		Aborted	13-Apr: Now subsumed within action being pursued by group of 5 members (see below)
Core Business Group	Engagement & consultation (incl. community engagement & partnerships)		Provide regular feedback about CDRP proficiency (the 6 bullets)	All Members / L Salmon	Ongoing	Ongoing	
Core Business Group	Engagement & consultation (incl. community engagement & partnerships)		Include issue of Member interaction in new Business Plan	R Swinfield	31-Dec	Not started	

Group	Group Issues	Possibilities	Action	Who	When	Status	Commentary
Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	Effective working with Local Strategic Partnerships, businesses and voluntary organisations	Discuss opportunities	Team	30-Sep	Not started	
Core Business Group	Communication	A communications strategy that will address the critical incidents issue	Prepare a strategy	R Swinfield / Better Times	31-Jul	Not started	
Core Business Group	Development of Policing Plan (incl. setting strategic direction)	Effective strategic oversight of Policing Plan and policing priorities (1)	Make PA fingerprint visible on targets & local objectives.	T Render / Performance Panel	31-Mar	Completed	23-Mar: F&GP noted that on target to be completed by 31 Mar – targets for 2010/11 agreed by F&GP.
			Prepare for production of Policing Plan 2011-12	T Render / C Smith / R Swinfield	30-Sep	Not started	
Core Business Group	Development of Policing Plan (incl. setting strategic direction)	“a better understanding of the risks & threats to policing in order to make informed decisions about the long term direction of the force & about priorities that reflect community concerns” (Learning Lessons)	Revise strategic planning process so PA has coherent approach embedded, aligned to new Business Plan, incl. robust analysis to inform objectives and targets (3)	T Render / C Smith	30-Sep	Not started	
Core Business Group	Data analysis & performance management	Specific measurable outcomes in order to test the governance and delivery of the Policing Pledge (5)	Include in monitoring report to PA on 27 Apr	R Swinfield	27-Apr	In progress	

Core Business Group	Data analysis & performance management		Weave process for review of Pledge and action plan into new Business Plan	R Swinfield	31-Dec	Not started	
Core Business Group	Data analysis & performance management	Systematic robust challenge to hold the CC to account for the delivery of objectives, priorities and quality outcomes (6), incl. more effective scrutiny (7 + 15)	Review NPIA report	C Smith	31-May	In progress	
Core Business Group	Data analysis & performance management		Provide Member training (7)	L Salmon / NPIA		In progress	25-Feb: NPIA seminar attended by 12 Members 29-Mar: Email from Paul Brown expressing concern about 6 day time commitment for "Can you Manage It?" – Robert & Chris discussed offering daily payment as in the case of APA training. 13-Apr: Training suspended pending further discussion.
Core Business Group	Data analysis & performance management	Stretch targets so as to effectively monitor how the Force will deliver its "Second to None" vision (8)	Set targets	T Render / Performance Panel	31-Mar	Completed	23-Mar: FGP Committee approved targets
Core Business Group	Data analysis & performance management	A mechanism to track the most significant critical incidents (10 + 11)	Present review of new approach to PA on 28 Jun	R Swinfield	28-Jun	Not started	
Core Business Group	Data analysis & performance management		Check improvement as a result of new approach	R Swinfield	31-Mar-11	Not started	

Core Business Group	Data analysis & performance management	Stronger PA analysis of issues that most improve public confidence in policing (18)	Take forward a programme of work to address this issue	B Roper / S Hill / W Martin / D Prince		In progress	17-Mar: Meeting of the 5 Members. 13-Apr: Decision to continue this sub-group – note of 17 March meeting uploaded as document 004
Core Business Group	General	Taking advantage of “Learning Lessons” overview published March 2010 <i>“The best performers devote their time ruthlessly to key strategic priorities”</i> <i>“PAs can do more to increase the effectiveness of their own executive office and better align resources to need”</i>	Review examples on Inspectors’ websites	C Smith	31-May	In progress	
Core Business Group	General		Examine “Met Forward” on Metropolitan PA website	C Smith	31-May	In progress	
Core Business Group	General		Review Wiltshire PA role in Local Stop Watch Committee	C Smith	31-May	In progress	
Core Business Group	General		Review Lancashire PA arrangements for overseeing performance data (Case Study 1)	C Smith	31-May	In progress	

Core Business Group	General		Review Avon & Somerset PA role in partnerships (Case Study 2)	C Smith	31-May	In progress	
Core Business Group	General		Review Gwent PA role in efficiency savings (Case Study 3 – Staying Ahead Review)	C Smith	31-May	In progress	
SFPG	Value for Money	Effective scrutiny of the impact of additional investment in protective services (9)	Commission benefits realisation work from RSM Tenon	C Smith	31-Mar	In progress	18-Mar: Report awaited
SFPG	Value for Money	A robust approach to performance and financial efficiency setting (23)	Research best practice amongst other police authorities, enlisting the help of external auditors	C Smith	Ongoing	In progress	18-Mar: Meeting arranged with PwC
SFPG	Value for Money		Review the internal audit programme so as to add focus to vfm	C Smith	31-May	In progress	18-Mar: Audit Committee agreed programme with space for vfm – suggestions identified and offered to regional Treasurers
SFPG	Value for Money		Engage in a robust way with the Force in the re-engineering process	C Smith	Ongoing	Ongoing	18-Mar: SFPG now has a planned monthly agenda
SFPG	Value for Money		Consider what further resources might be available to assist (a) Review the HO “High Level Working Group	C Smith	31-May	In progress	

			Report on Police Value for Money” (b) Review the HO report “Understanding Overtime in the Police Service” (c) Review the Home Affairs Committee report “Police Service Strength”				
SFPG	Value for Money	A testing of the financial benefits of regional collaboration (21 + 24)	Apply a comprehensive, robust benefits realisation appraisal to regional collaboration	C Smith	30-Sep	In progress	18-Mar: included as a regional thematic review in the internal audit plan 25-Mar: SFPG received paper on sub-regional collaboration – to be continued.
SFPG	Value for Money	Reality checking of reported improvements from productivity initiatives (22)	Introduce an approach that produces formally a benefits realisation appraisal after a suitable period	R Swinfield / C Smith	31-Jul	In progress	25-Mar: Now part of standard SFPG agenda for financial initiatives – template agreed & adopted
SFPG	Value for Money		Introduce a process to consider and prioritise how to address a “hot pursuit” of other issues and initiatives that arise from time to time	R Swinfield / C Smith	31-Jul	In progress	
SFPG	Value for Money		Embed “hot pursuit” in new Business Plan	R Swinfield	31-Dec	Not started	

SFPG	Value for Money	Robust testing and challenge of the benefits flowing from policing investment and initiatives (25)		C Smith	31-Mar	Completed	25-Mar: Now part of standard SFPG agenda – template agreed & adopted
Workforce Productivity Group	Workforce planning	Preparation for the “Working for the Public” inspection later this year	Review regional thematic report outcomes (see vfm)	C Smith / Audit Ctte	31-May	In progress	20-May: Thematic report to Audit Ctte
			Review vfm profiles	C Smith / SFPG	31-May	In progress	
			Review the Home Affairs Committee report “Police Service Strength	C Smith	31-May	In progress	
Workforce Productivity Group	Diversity	More attention to the recruitment, promotion and retention of Black and Minority Ethnic (BME) officers (4)	Engage with internal and external stakeholders	P Brown / U Dholakia / D Newton	Ongoing	In progress	22-Feb: Meeting between the three – note of meeting awaited
Workforce Productivity Group	Diversity		Examine the recruitment, promotion and retention policy		Ongoing	In progress	25-Feb: HR Committee considered these issues in the context of HR Plans for 2009/10 and 2010/11 – the recruitment freeze is having an impact on performance
Workforce Productivity Group	Diversity		Build mechanisms into the new Business Plan	R Swinfield	31-Dec	Not started	
Governance Development Group	Committee structure	Statutory committees only with more frequent PA meetings OR Streamlined committee structure	Determine statutory requirements		31-Mar	Completed	01-Apr: Standards Ctte is the only statutory, although Audit highly recommended.
			Check models in existence	Team	31-Oct	Not started	14-Apr: MDD decision to suspend HR & Community Consultation Committees, increase use of LPA Circulars, amend agenda structures to include “consent” section.

			elsewhere Consider relevance of "SFPG" model Consider relevance of MDDs Recommend and agree new structure		31-Oct 31-Oct 31-Oct	Not started Not started Not started	
Governance Development Group	Agendas, Reports, Minutes	Action only reports Replace "to note" reports with a system of information dissemination Action points instead of lengthy minutes Audio recordings of meetings	Consider options	Team	31-Oct	Not started	
Governance Development Group	Members' Roles	Lead roles for members	Consider member (lead) roles Consider future of allowances scheme	Team Team	31-Oct 31-Oct	Not started Not started	
Governance Development Group	Member Information	Improvements to information circulars? Improvements to Newsletter?	Consider adequacy of existing arrangements	Team	31-Oct	Not started	

		Electronic information	Consider options for electronic communication	Team	30-Nov	Not started	
Governance Development Group	Secretariat Structure	Existing establishment OR Enhanced establishment OR Commissioning organisation	Consider options	Team	31-Dec	Not started	
Governance Development Group	Wider Governance Issues	Improved governance				For information	21-Mar: NHS document "Principles of Good Governance" provided by D Prince
Core Business Group	Independence from Force	Separate server	Consider	Team / Force	30-Nov	Not started	
Core Business Group	IT facilities for Members	Remote access	Consider	Team / Force	30-Nov	Not started	
Core Business Group	Electronic communication between Members and between Members and secretariat	Discussion groups	Consider	Team / Force	30-Nov	Not started	