

# ***LEICESTERSHIRE POLICE AUTHORITY***



Meeting           **FINANCE AND GENERAL PURPOSES COMMITTEE**

Date               **TUESDAY 24 MARCH 2009 AT 10.00 a.m.**

Report of         **CHIEF EXECUTIVE**

Subject           **POLICE AUTHORITY BUSINESS PLAN**

## **Purpose of Report**

1. This report provides a draft business plan for Members' approval.

## **Business Plan**

2. Members have undertaken a number of Discussion Day exercises to establish the content of a business plan.
3. The resultant draft Plan is found at Appendix 1 to this report. Members' comments are requested.
4. Below the Business Plan there will be a more tactical document which will set out for each key objective what the Authority does, and should do, in pursuance of this. This is so that the business we undertake is business that contributes to those things we consider to be most important to the organisation. This will help us continue to do the things that positively contribute to the key objectives and to recognise new steps that could help achieve the key objectives.
5. These assessments of each key objective will be brought forward to future Discussion Days or before particular committees.

## **Recommendation**

6. Members' are asked to approve Appendix 1 as the Authority's Business Plan, subject to members' comments.

## **Implications**

Financial: none; Legal: none; Diversity: we will use the period until the October 2009 review to impact assess the Plan; Risk Management: none.

## **Background Papers**

None.

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**LEICESTERSHIRE POLICE AUTHORITY**

**DRAFT BUSINESS PLAN 2009/10**

**Introduction**

1. Leicestershire Police Authority is a statutory body formed under the Police Act 1996, as amended. It is principally a body of governance rather than one of delivery. It comprises 17 Members. Nine are Councillors drawn from the upper-tier authorities in Leicester, Leicestershire and Rutland. Eight Members are independent people, recruited from the public, one of whom must be a magistrate.
2. The Authority discharges its responsibilities within what is known as "The Tripartite Structure" that governs the 43 policing areas in England and Wales. The three partners of the tripartite structure are the Home Secretary, who has responsibility for policing at a national level; Police Authorities, who set the local strategic direction of policing; and Chief Police Officers who are responsible for delivery of local policing. In our area, the Chief Police Officer is the Chief Constable.
3. The Home Secretary will normally issue a plan indicating the policing objectives for each forthcoming financial year. Leicestershire Police Authority, in co-operation with the Chief Constable, issues a Policing Plan each year for the following three year period. The Authority can also set specific local objectives for its Force.

**Vision and Values**

4. The vision of Leicestershire Police Authority is:  
  
"To ensure the best and most cost effective policing for Leicester, Leicestershire and Rutland, meeting the needs of our diverse communities".
5. The values of Leicestershire Police Authority are as follows.
  - We will make the best use of our resources and seek continuous improvement in their use.
  - We will work with partners to improve what we do and the way in which we do it.
  - We will be open, honest and reliable; accountable to the public and be objective in decisions in a way that preserves public confidence.
  - We will value difference whilst striving to understand and to learn from each other.
  - We will use our independence – as appointed representatives of our communities – to ensure the Constabulary delivers an efficient and effective police service.
  - We will work in partnership with the Constabulary, public and private bodies and the community to do all that is reasonably possible to prevent crime and disorder and make the citizens of Leicester, Leicestershire and Rutland safe and feel safer.
  - We will value our staff ensuring they are properly trained and developed and recognising their achievements.

**What do Police Authorities Do?**

6. Leicestershire Police Authority undertakes a wide range of roles and responsibilities to ensure the police service in Leicester, Leicestershire and Rutland is efficient and effective. The key statutory responsibilities are set out under the following two headings.
  - (a) EFFECTIVENESS – duties which support the general duty to ensure policing locally is effective

- Hold the Chief Constable to account.
- Appoint the Chief Constable, Deputy Chief Constable and Assistant Chief Constables.
- Oversee professional standards and complaints issues within the Constabulary, including dealing with complaints and disciplinary matters against Chief Police Officers and maintaining a list of independent persons to sit on misconduct panels
- Ensure that the Constabulary keeps improving, including receiving and responding to the reports of Her Majesty's Inspector of Constabulary, and publishing them.
- Consult with local communities about general policing issues
- Manage a Custody Visitors scheme
- Work in partnership with others to reduce crime and disorder and the fear of crime, and share information with partners about crime and disorder
- Promote diversity within the Force and Authority and have due regard for the need to (a) eliminate unlawful discrimination (b) promote equality of opportunity and (c) promote good relations between persons of different racial groups
- Require the Chief Constable to submit a written report on matters connected with the policing of Leicester, Leicestershire and Rutland.
- Consult with business rate payers regarding the budget
- Co-operate with the responsible local authorities in determining Local Area Agreements, and have regard to local improvement targets which relate to it in exercising its functions,
- Publish a clear statement of responsibility towards children to take into account the need to safeguard and promote the welfare of children and young people

(b) EFFICIENCY – duties which support the general duty to ensure policing locally is efficient.

- Set the precept and budget for policing in Leicester, Leicestershire and Rutland.
- Ensure arrangements are in place to provide for the proper financial management of Leicestershire Constabulary.
- Ensure that the Constabulary operates within its powers and in accordance with the law.
- Secure collaboration between Forces.
- Monitor the Constabulary's compliance with Human Rights Legislation
- Set local policing objectives within the national framework set by the Home Secretary, and publish plans and reports about the policing of Leicester, Leicestershire and Rutland.
- Monitor Force performance against plans and budgets.
- Meet employer's liabilities, including health and safety requirements.
- Ensure the Force has adequate arrangements for the management of risk.
- Publish annual accounts and demonstrate the Authority's stewardship of public funds.
- Approve Medical Retirements and deal with Medical Appeals
- Review at least annually the effectiveness of the internal control system and prepare an Annual Governance Statement.
- Appoint the Chief Executive, Monitoring Officer and Treasurer.
- Adopt an approved Code of Conduct for members and have a Standards Committee.
- Publish a scheme under the Freedom of Information Act 2000
- Secure continuous improvement (within both force and authority), having regard to a combination of economy, efficiency and effectiveness

7. All of these specific duties can be linked back to the main twin duties of ensuring an efficient and effective police force. What does efficiency and effectiveness mean?

8. Efficiency is about providing a cost effective service, having good business practices to ensure that financially the organisation is on a sound footing. Efficiency also means ensuring that there are good human resource practices in the organisation to ensure that the workforce operates to optimum levels.

9. Effectiveness is about the quality of service provided. It involves communicating with the communities of Leicester, Leicestershire and Rutland to ensure that the Constabulary is providing the type of service that the people of Leicester, Leicestershire and Rutland want.
10. When considering effectiveness we look at the quality of policing in Leicester, Leicestershire and Rutland. Are we satisfied that the quality of the police service is good? Quality is difficult to ascertain in the overall police service because there are so many aspects to the police service. There are two main threads that Members of the Authority can monitor.

- Are enough crimes resolved to the victim's satisfaction?
- Is enough work done to reduce crime levels (education and publicity)?

For both of these we must recognise that there may be results other than sanction detections and percentage point drops in crimes being committed. This can be difficult to quantify but can emerge anecdotally.

11. Another facet of effectiveness is whether the service that is being provided meets the needs of the communities in Leicester, Leicestershire and Rutland. Therefore we ask ourselves
- Are we engaging partners to ensure that we are not mistaken in assuming what are the views of people in our police area?
  - Do we know that the communities views are consistent with our view about the quality of the policing service in Leicester, Leicestershire and Rutland?
  - Are there any community priorities that are not consistent with current police actions?
12. We must recognise the Chief Constable is a professional who has to make judgements – policing by referendum is not appropriate. But we do need to gather views so that policing decisions are made in the knowledge of the range of community views.
13. When considering efficiency we consider the following questions.
- Do we have sound business practices?
  - Do we have proportionate governance systems?
  - Does the Authority and Constabulary provide value for money?
  - Have we sound personnel policies and systems in place to make sure we have the right people in the right place at the right time?
  - Do we review our systems often enough but not too frequently?
  - Do we maximise income?
  - Do we constantly thirst for productivity gains?
  - Do we welcome constructive criticism?
  - Do we agree our priorities in a rational way?
14. Members' involvement includes undertaking the following:
- Receiving information about how the Force is operating, which we monitor and scrutinise, both in formal committee meetings and informally.
  - Sitting on Force strategy and delivery boards to ensure the message being given is right and to learn of any issue percolating up the organisation.
  - Consulting and engaging with our communities on various issues including whether the policing service they receive is appropriate.
  - Testing issues first hand – either by inspecting documents (e.g. dip sampling complaint files) or watching how matters are handled (e.g. by attending public order incidents like football crowd control or going out with officers on the beat).
  - Meeting officers and staff formally and informally to discuss issues.

- Meeting unions and staff networks and staff associations to discuss issues.
- Approving policies that affect the strategic direction of the Constabulary.
- Sitting on national bodies to share good practice and contribute to emerging national policies.
- Attending conferences and training to ensure our knowledge is up to date and to share best practice.

### **Aims and Objectives**

15. The Authority has an important role in the governance of policing. It undertakes its statutory roles seriously. The most important things the Authority has identified about its role are as follows:
- Making sure that resources are used wisely (including setting the annual police budget; monitoring spend against the budget throughout the year; and setting the policing plan, which is the strategic framework in which the organisation operates).
  - Recruiting and retaining good people in the roles of the Chief Constable, Deputy Constable and Assistant Chief Constable.
  - Obtaining the views of local people about the policing service in Leicester, Leicestershire and Rutland.
  - Monitoring levels of public confidence (including answering and responding appropriately to 999 calls; ensuring the Constabulary keeps children safe; ensuring the Constabulary addresses the criminal and anti social behaviour that seriously affects public confidence).
  - Maintaining high ethical standards in the Constabulary and Authority.
  - Ensuring the Constabulary uses technology effectively.
  - Ensuring we manage risks facing the organisation.
  - Participating in the national policing arena.

### **Risks**

16. The Authority manages its risks and monitors risks affecting the Force on a regular basis. Its Audit Committee formally reviews these each quarter and officers undertake reviews in-between these meetings. For example sickness absence represents a risk that people aren't in post, which means it is less likely the organisation can fulfil its aims. Similarly, the Police Authority needs a full complement of skilled and trained members, supported by a full complement of Authority staff, to fulfil its governance role.

### **Resources**

17. The police budget set by the Authority for 2009/10 is £169.8m. Most of this is handed over to the Chief Constable for operational policing purposes. The Police Authority Secretariat budget is £774k. There are seventeen Members of the Police Authority. There are 6.5 full time equivalent officers of the Police Authority Secretariat. The Committee structure and officer establishment are found on the Authority's website [www.leics-pa.police.uk](http://www.leics-pa.police.uk).

### **Actions for the Next Twelve Months**

18. This Business Plan is strategic in nature. The tactical and operational activities that underpin that will be examined by the Police Authority within 6 months of adoption of this plan. The Authority will normally review this Plan annually but the next review will take place no later than 31 October 2009.
19. There are some things the Authority would like to do even better in the next year or two. These include:
- Raise its profile with the public.
  - Be at the cutting edge of technology.

- Exert more influence on Government.
- Increase Police Officer and Police Community Support Officer visibility.
- Become more accountable to the public by providing a useful link between the police and public.
- Work with the Constabulary to develop plans to meet the confidence target.
- Develop links with the local councils regarding membership of Crime and Disorder Partnerships and Joint Action Groups.
- Create an organisation that lives within its means.
- Develop regional collaboration further.
- Ensure the organisation is a beacon for equality and diversity.
- Be renowned for leadership.
- Ensure every member undertakes a personal development interview each year.
- Every member will publish an account each April of activities undertaken on behalf of the Authority during the previous financial year.