

LEICESTERSHIRE POLICE AUTHORITY

PAPER MARKED

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Meeting **AUDIT COMMITTEE**

Date **THURSDAY 2 JULY 2009 AT 10.00 a.m.**

Report of **CHIEF EXECUTIVE**

Subject **POLICE AUTHORITY INSPECTION**

Purpose of Report

1. This report updates Members on Police Authority Inspection and the preparations that are in hand.

Background

2. Members first received papers regarding Police Authority Inspections at the meeting of the Audit Committee on the 13 November 2008 when this Committee agreed to oversee the preparations for the inspection of this Authority. At the Members' Discussion Day on 27 November 2008 Members received an outline of the Inspection process and began to discuss areas for improvement. It was decided to produce a Business Plan as part of these actions.
3. On 3 February 2009 Audit Committee received an update report and agreed an improvement plan. On 10 February 2009 Members held a Discussion Day during which they undertook exercises that helped form the Business Plan. On 19 February 2009 Members held another Discussion Day to reflect on the outcomes of the earlier discussions and consider the first draft of the Business Plan.
4. On 31 March 2009 Audit Committee held a workshop session to which all Members were invited. During this, an analysis of the current inspection criteria was examined to plan for the inspection. This led to the creation of a "gaps" document which identified areas for improvement. On 2 April this was presented to Members at a Discussion Day.
5. On 21 April 2009 Mrs Martin and the Chief Executive attended a workshop hosted by the City of London Police Authority and presented by Kent Police Authority about the latter's experience as one of the pilots. On 29 April 2009 the Chairman, Chairman of the Audit Committee and Chief Executive attended a seminar in London organised by the Audit Commission to bring all police authorities up to date with the criteria. At this event the formal consultation was launched concerning the Inspection criteria and arrangements.
6. On 5 May 2009 reports on the Business Plan and on the Inspection process were presented at the full Authority meeting.
7. On 3 June the Vice Chairman and Deputy Chief Executive attended West Yorkshire Police Authority's workshop on the Inspection process. West Yorkshire Police Authority had been the 3rd pilot inspection.

8. On 10 June 2009 Members held a Discussion Day to consider the evidence drawn together to date and suggest other examples of where the Authority has “left its fingerprint” and to draw together the Authority’s response to the consultation.
9. A short update report was presented to the Police Authority meeting on 30 June 2009.

Current Situation

10. A Member of the proposed inspection team has made contact suggesting an on-site inspection of Leicestershire Police Authority on Monday 7 September to Thursday 10 September 2009.
11. The inspection team also calls at Force Headquarters on two other occasions as part of the inspection. There is the “initial contact” meeting which is taking place at 11.30am on Friday 3 July 2009. This meeting ensures the inspection team leader provides the Authority with the inspection arrangements and presumably allows the Authority to submit initial evidence. On Friday 21 August at 11.00am there is the “scene setting” meeting attended by HMIC and the rest of the inspection team where the Police Authority has the opportunity of making a presentation to the team. This will involve the Chairman, Vice Chairman and Authority officers and possibly one other senior member.
12. Of course, these plans all anticipate that there is nothing in the consultation process that will alter the draft guidance on inspections. At the date of writing this report the consultation period has closed but the final criteria to be used in the inspection are still awaited.
13. It is important that all Members and officers of the Authority understand that they have a part to play in the inspection process. Partners will also be contacted by the inspection team although the detail of this is not yet clear.
14. An action plan ahead of the inspection has been monitored by the Committee and this is found at Appendix 1 to this report. The latest version of the “Gaps” document is at Appendix 2 to this report. Members are invited to agree the actions specified.

Recommendation

15. Members’ are requested to discuss the report.

Implications

Financial: none; Legal: none; Risk Management: the outcome of inspections is recorded in our Risk Register as having implications for the reputation of the Authority; Diversity: none.

Background Papers

None.

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LEICESTERSHIRE POLICE AUTHORITY**POLICE AUTHORITY INSPECTION IMPROVEMENT PLAN AS AT 22 JUNE 2009**

Number	Item	Action
1	Pursue work under PURE to cover the first four groups of key lines of enquiry.	Completed. PURE submission made to external auditors. Awaiting auditor's assessment of the evidence.
2	Consider ways to ensure greater capacity to respond to changing circumstances and challenges.	This is now contained in para 5 of the "gaps" document.
3	Ensure efficient use of Members' skills and expertise. <ul style="list-style-type: none"> - Improve existing training programme - Ensure regular skills audit undertaken - Bolster existing performance review process for members 	Completed. Reports on Members' development reviews, training programme incorporating skills audit, agreed at the Police Authority 5 May 2009 meeting.
4	Review role of performance panel.	Completed. Chief Executive and Chair of Performance Panel have each discussed issue with new Deputy Chief Constable. Performance Panel considered new ways of working at meeting on 12 May 2009.
5	Sharpen involvement in statutory roles on partnership boards.	Completed. Engagement and Communications Officer and Performance Analyst in post. Partnership mapping completed by 31 May 2009 via LPA Circular 07/2009.
6	Prepare business plan.	Completed. Agreed at the Police Authority meeting 5 May 2009.
7	Keep Police Authority Members up to date with Police Authority inspection process and with changes to this improvement plan.	Completed. Members' Discussion Day 27 November 2008. Audit Committee 10 February 2009. Members' Discussion Day 19 February 2009. Members circulated with draft "gaps" document, report to 5 May Police Authority meeting and 10 June Members' Discussion Day.
8	Audit Committee workshop to discuss what further steps may be necessary to allocate to Committees, Panels, Officers or lead members before inspection occurs.	Completed. Workshop took place on 31 March 2009 and "gaps" document produced as a result. Audit Committee continuing to oversee matters. Members' Discussion Day held on 10 June 2009.

APPENDIX 2

	Gap	Actions	By Whom?
1	<p>Local objectives and Force targets.</p> <p>(a) Make the strategic planning framework more explicit.</p> <p>(b) The Chief Constable’s Annual Report to the Authority takes the form of the end of year performance report (Paper A to the April meeting).</p> <p>(c) Present the Police Authority Annual Report to a public meeting to achieve greater accountability.</p>	<p>(a) Chief Executive to produce a report to the Authority on either 5 May or 30 June which would summarise the position and suggest improvements for the start of the cycle in October 2009.</p> <p>(b) Members be rigorous in ensuring the report presented is fully scrutinised and will stand up as a year-end report of policing activity.</p> <p>(c) Report this to the next adjacent Finance and General Purposes Committee or Police Authority meeting.</p>	<p>(a) Completed. Police Authority report 30 June.</p> <p>(b) Completed. Police Authority meeting on 5 May 2009.</p> <p>(c) Publications Panel considering final draft on 25 June with a view to presenting to Finance and General Purposes Committee on 8 September.</p>
2	<p>Scrutiny of performance data.</p> <p>(a) Scrutiny which is narrower and deeper.</p> <p>(b) Members should select two or three topics that they could, throughout the year scrutinise by taking a narrower, deeper look at them.</p>	<p>(a) Performance Panel to discuss future handling of performance management at its meeting on 12 May 2009.</p> <p>(b) Performance Panel to discuss on 12 May. Suggestions be brought to PA/MDD on 30 June.</p>	<p>(a) Completed. Performance Panel considered position on 12 May. Mr Roper and Mr Render subsequently took issues forward.</p> <p>(b) Performance Panel discussed on 12 May.</p>
3	<p>Effective use of manpower. How productivity is aligned with resources.</p> <p>(a) More information about improving leadership and how we train people for future leadership.</p> <p>(b) Information on deployment of resources such as how the Flanagan flexibility and the mobile data initiatives are proceeding.</p> <p>(c) Every child matters and the latest Laming report.</p> <p>(d) Human Resources Committee should be looking at age profiles of the population and age profiles of the workforce to determine where problems might arise in future years</p>	<p>(a) (i) Report to Human Resources Committee.</p> <p>(a) (ii) Members to discuss at meetings with their BCU Commander the way that people with development potential are “brought on”.</p> <p>(b) Reports to Authority – Work of Strategic Financial Planning Group.</p> <p>(c) Report to come to Police Authority meeting 5 May 2009.</p> <p>(d) Human Resources Committee due to receive report May or August on this.</p>	<p>(a) (i) Human Resources Committee received report on 14 May 2009. Further report to 27 August.</p> <p>(a) (ii) Continuing.</p> <p>(b) Continuing.</p> <p>(c) Police Authority Paper I on 5 May 2009.</p> <p>(d) Human Resources Committee – 27 August 2009.</p>

	Gap	Actions	By Whom?
4	<p>(a) Improving how Members use their time to get evidence and feed it back and take decisions based on that evidence.</p> <p>(b) The secretariat would then present that information to the rest of the membership and share with the Force.</p> <p>(c) Committee structures should be looked at once the inspection preparation was fully in hand.</p>	<p>(a) Members to send Secretariat 6 bullet points after each relevant meeting highlighting the 6 main things arising from the meeting that is pertinent to the Police Authority. Relevant meetings means any meeting or event where a member is present and officers of the Secretariat are not including CDRPs, CSPB, LCJB, LPU or BCU Commander meetings, Force Boards, Training, Conferences, etc</p> <p>(b) Secretariat to provide ways of sharing that information.</p> <p>(c) Committee structures work be looked at in late Summer.</p>	<p>(a) Some Members have embraced this enthusiastically; others have not.</p> <p>(b) Continuing. LPA Circulars 06/2009 and 08/2009.</p> <p>(c) Continuing. Member Discussion Day on 30 June began the conversation.</p>
5	<p>(a) A structure needs to be brought to how the initiatives and work streams that arrive at the door of the Authority are dealt with.</p>	<p>(a) Digest of current issues reported to members by Secretariat.</p>	<p>(a) Work in progress.</p>