

LEICESTERSHIRE POLICE AUTHORITY

PAPER MARKED

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Meeting **POLICE AUTHORITY**

Date **TUESDAY 5 MAY 2009 AT 2.00 p.m.**

Report of **CHIEF EXECUTIVE**

Subject **POLICE AUTHORITY BUSINESS PLAN**

Purpose of Report

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

Commentary

2. Members have undertaken a number of Discussion Day exercises to establish the content of a business plan. A draft plan was prepared and placed before Finance and General Purposes Committee on 24 March 2009. Further comments were made at that committee regarding the content and Members asked for the resultant draft plan to the full Authority.
3. Changes have been made in accordance with Members' wishes as follows. The list of duties of the Police Authority have been transferred to an appendix. An Action Plan has been added, in place of the list of things to do in the next 12 months. Also, the language of the document has been adjusted to make it more outward facing. The draft plan as amended is found at Appendix 1 to this report. Members' comments are requested.
4. I had previously indicated that below the Business Plan there would be a more tactical document setting out for each key objective what the Authority does, and should do, in pursuance of this. However, the inclusion of a formal action plan has removed the need for this. The plan should help identify the things we consider to be the important parts of our business so as to ensure we continue to do the things that matter most.

Recommendation

5. Subject to members' comments, the Authority is asked to approve Appendix 1 as its Business Plan.

Implications Financial: none; Legal: none; Diversity: we will use the period until the December 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. We (Leicestershire Police Authority) are a statutory body formed under the Police Act 1996, as amended. A police authority is principally a body of governance rather than one of delivery. This means that we do not run the police force, but do make sure the Chief Constable does his job within the budget we set. We are 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. We discharge our 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 the 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. In co-operation with the Chief Constable, we issue a Policing Plan each year for the following three year period. We can also set specific local objectives for the Force.

Vision and Values

4. Our vision is:

“To ensure the best and most cost effective policing for Leicester, Leicestershire and Rutland, meeting the needs of our diverse communities”.
5. Our values are as follows. We will
 - use our independence – as appointed representatives of our communities – to ensure the Constabulary delivers an efficient and effective police service.
 - 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.
 - make the best use of our resources and seek continuous improvement in their use.
 - work with partners to improve what we do and the way in which we do it.
 - be open, honest and reliable; accountable to the public and be objective in decisions in a way that preserves public confidence.
 - value difference whilst striving to understand and to learn from each other.
 - value our staff ensuring they are properly trained and developed and recognising their achievements.

What do Police Authorities Do?

6. Essentially a police authority’s job is to:
 - ensure that there is an efficient and effective local police force;
 - hold the Chief Constable of the force to account for the policing service delivered to local communities;
 - make sure that the local police force keeps improving its service and delivers the highest standards of policing;

- consult local people and those who come into contact with the service to ensure their views are reflected in the nature and style of policing; and
- work in partnership with others – such as the Chief Constable and local authorities – to reduce crime and disorder and fear of crime.

7. This involves:

- talking with and listening to local people to find out what they want from their police force;
- setting local policing priorities and challenging targets to improve police performance after consultation with local communities and the Chief Constable;
- providing information to local people on whether the priorities and targets have been met;
- agreeing the police budget and deciding how much council tax local people should pay towards local policing;
- publishing an annual plan which sets out the local policing priorities, tells people what they can expect from their police service in the year ahead, and explains the strategic direction set for the force over the coming three years;
- ensuring that the police force works with others to delivery specialist services where this is in the interests of efficiency and/or effectiveness;
- reporting back to communities on the extent to which the plan has been met;
- appointing, and if necessary dismissing, the chief police officers;
- monitoring the process and outcomes of complaints made against police officers and other staff, and
- engaging in constructive partnerships with the police force, local authorities, fire and rescue service, local criminal justice agencies and other key organisations to secure delivery of the right police service for the area.

8. Consequently, we operate by:

- 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;
- participating on national bodies to share good practice and contribute to emerging national policies; and
- attending conferences and training to ensure our knowledge is up to date and to share best practice.

Aims and Objectives

9. We have an important role in the governance of policing. We take our statutory duties seriously. The most important things we do are as follows:

- Making sure that resources and technology 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 we manage risks facing the organisation.
- Participating in the national policing arena.

Risks

10. We manage our risks and monitor risks affecting the Constabulary on a regular basis. Our 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, we need a full complement of skilled and trained members, supported by a full complement of Authority staff, to fulfil our governance role.

Resources

11. For 2009/10 we set the police budget at £169.8m. This will pay for 2357 police officers, 229 Police Community Support Officers, 1314 police staff, approximately 500 vehicles and will run 42 official sites in Leicester, Leicestershire and Rutland. Most of the budget 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. Our Committee structure and officer establishment are found on our website www.leics-pa.police.uk.

Actions for the Next Twelve Months

12. This Business Plan is strategic in nature. We will normally review this Plan annually but the next review will take place no later than 31 December 2009.
13. A list of things we would like to do even better in the next year is included in the Action Plan at Appendix 2 to this Plan.

APPENDIX 1

Duties of police authorities

1. We undertake 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, set out under the two headings of Efficiency and Effectiveness, are as follows.
 - (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 an Independent Custody Visiting 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
 - 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
 - Set challenging efficiency targets for the Constabulary
2. 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?
 3. 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.
 4. 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. When considering effectiveness we look at the quality of local policing. 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 we 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.

5. 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 and communities to ensure that we are not mistaken about the views of people in our police area?
 - Are we confident that views of our communities 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?
6. 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 views of our various communities.
7. 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?

BUSINESS PLAN – ACTION PLAN**1) Ensure the Constabulary uses resources and technology effectively**

	<u>TARGET</u>	<u>MEMBERS</u>	<u>OFFICER</u>	<u>BY WHEN</u>
a)	Set annual budget having explored critically productivity and efficiencies available	Police Authority	Treasurer	Feb 2010
b)	Explore productivity and efficiencies rigorously to produce an organisation that lives within its means	Strategic Financial Planning Group	Treasurer	Meetings throughout 2009/10
c)	Monitor expenditure during the year to ensure spending on key services occurs and prudent savings are harnessed	Finance and General Purposes Committee	Treasurer	Committee meetings Sept, Dec, March
d)	Monitor effective and efficient use of resources by reviewing internal audit reports.	Audit Committee	Treasurer	Committee meetings February, April, July, November
e)	Monitor progress of the Policing Plan	Police Authority	Chief Executive	Meetings Oct 2009 & Apr 2010
f)	Set Policing Plan for 2010/13 having critically assessed options and all targets proposed	Performance Panel and Police Authority	Chief Executive	March 2010

2) Recruit and retain good people in the roles of Chief Constable, Deputy Chief Constable and Assistant Chief Constables

	<u>TARGET</u>	<u>MEMBERS</u>	<u>OFFICER</u>	<u>BY WHEN</u>
a)	Appoint Assistant Chief Constable (Crime)	Appointments Committee	Chief Executive	April 2009
b)	Review Terms and Conditions affecting ACPO officers	Remuneration Committee	Chief Executive	Jan 2010
c)	Upon any vacancy arising follow best recruitment practice	Appointments Committee	Chief Executive	As required
d)	Ensure Appointment Panel members are trained for purpose (training took place on 13feb09)	Appointments Committee	Chief Executive	As required

3) Obtaining the views of local people about the policing service in Leicester, Leicestershire and Rutland

	<u>TARGET</u>	<u>MEMBERS</u>	<u>OFFICER</u>	<u>BY WHEN</u>
a)	Implement the consultation programme prepared by Consultation and Communications Committee in January 2009	All	Deputy Chief Executive	Oct 2009
b)	Review the efficiency of the consultation programme, its reach, and the extent to which communities are engaged by the Police Authority so that we communicate better with people on the work we do.	Consultation and Communications Committee	Chief Executive	Jan 2010
c)	Provide feedback to people about what the consultation has told us	Consultation and Communications Committee	Deputy Chief Executive	Dec 2009
d)	Set consultation programme for 2010/11, learning the lessons from current year's experiences	Consultation and Communications Committee	Deputy Chief Executive	Jan 2010
e)	Increase visibility of police officers and police community support officers by monitoring levels of abstraction from the beat	Police Authority	Chief Executive	Jun, Oct, Jan meetings
f)	Take a proactive role alongside local council colleagues on Crime and Disorder Reduction Partnerships to ensure the confidence target is addressed effectively	All	Deputy Chief Executive	CDRP meetings throughout the year

4) Monitor levels of public confidence (answering 999 calls, ensuring Constabulary keeps children safe, and addresses crime and anti social behaviour that seriously affects public confidence)

	<u>TARGET</u>	<u>MEMBERS</u>	<u>OFFICER</u>	<u>BY WHEN</u>
a)	Receive reports on CRAVE surveys	All	Deputy Chief Executive	Quarterly
b)	Monitor Constabulary role in the Every Child Matters agenda	Police Authority	Chief Executive	Jan 2010

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|----|---|--------------------------|-----------------|-------------------------|
| c) | Monitor performance of Force on crime and anti social behaviour | Performance Panel | Chief Executive | Meetings Sept, Dec, Mar |
| d) | Monitor performance on the 999 calls | Contact Management Panel | Chief Executive | Each Panel meeting |

5) Maintain high ethical standards of the Constabulary and Authority

- | | <u>TARGET</u> | <u>MEMBERS</u> | <u>OFFICER</u> | <u>BY WHEN</u> |
|----|---|--------------------------------------|------------------------|------------------------|
| a) | Monitor ethical standards of the Constabulary through performance data to Professional Standards Committee | Professional Standards Cttee | Deputy Chief Executive | Each Committee meeting |
| b) | Monitor ethical standards of Authority by receiving an annual report from Standards Committee | Police Authority | Chief Executive | May 2009 and Apr 2010 |
| c) | Monitor ethical standards through the provision of training plan and other reports to Standards Committee | Standards Committee | Chief Executive | Each meeting |
| d) | Ensure every member undertakes a personal development interview each year | All | Chief Executive | Mar 2010 |
| e) | Every member will publish an annual account of activities undertaken for the Authority in the previous financial year | All | Deputy Chief Executive | April 2009 |
| f) | Ensure the organisation is renowned for good practice in equality and diversity by robust monitoring | Police Authority and Diversity Panel | Deputy Chief executive | Mar 2010 |

6) Ensure we manage risks facing the organisation

- | | <u>TARGET</u> | <u>MEMBERS</u> | <u>OFFICER</u> | <u>BY WHEN</u> |
|----|---|-----------------------------|----------------|-------------------------------------|
| a) | Annually review risks facing the organisation | Audit Committee | Treasurer | July 2009 |
| b) | Regularly review risks facing the organisation through membership of Force Risk Board | Chairman of Audit Committee | Treasurer | Every Board meeting throughout year |

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|----|---|-----------------|-----------|---|
| c) | Review Police Authority own risks every quarter | Audit Committee | Treasurer | Every Committee meeting throughout year |
| d) | Use the risks register proactively to identify where efficiencies can occur | Audit Committee | Treasurer | Every Committee meeting throughout year |

7) Participate in the national policing arena

- | | <u>TARGET</u> | <u>MEMBERS</u> | <u>OFFICER</u> | <u>BY WHEN</u> |
|----|---|----------------------------|-----------------|---|
| a) | Chairman to sit on APA group allocated to Leicestershire Police Authority in region | Chairman | Chief Executive | Scheduled meetings throughout the year |
| b) | Coordinate input to national debate where possible through region | All | Chief Executive | As required |
| c) | Take steps to increase collaboration where this leads to efficiencies or productivity gains | Chairman and Vice-chairman | Chief Executive | East Midlands Police Authorities Joint Committee meetings in year |