

Leicestershire Police Authority



BUSINESS PLAN

2011/12

(April 2011 – May 2012)

Chairman's Forward

This is our second Business Plan which shapes the work required to deliver our ongoing improvement programme and to prepare ourselves for the transition from Police Authority to Office of the Police and Crime Commissioner. We are fortunate this year in that we have responded to the independent inspection undertaken by the Audit Commission and Her Majesty's Inspectorate of Constabulary (HMIC) and we have started to embed a new way of working. However, we need to reflect upon where we have achieved better performance and also consider some areas where we can make further improvements. I am pleased to say that the work of members and officers in delivering a more challenging environment has been undertaken with enthusiasm and great energy and this Business Plan is a key tool to ensure that work continues.

The business planning process continues to evolve and this year the Plan also includes a summary of the scrutiny activity that we are planning to carry out, to enable us to get an even more detailed understanding of some of the complex issues that face policing in what is an ever more demanding environment. We will continue to work closely with colleagues in the Force and to provide a transparent and effective role in ensuring that policing is scrutinised for the citizens of Leicester, Leicestershire and Rutland.

The next year or so will be tremendously challenging in terms of managing "business as usual" and at the same time working through a complex change programme to deliver the outcomes required in the Police Reform and Social Responsibility Bill. This Plan aims to continue the positive work achieved so far and to ultimately hand over a robust governance structure to a newly elected Commissioner. I hope you find this document both useful and informative and would welcome any comments you may have.

Barrie Roper
Chair of Police Authority

Chief Executive/Treasurer's Forward

Welcome to the 2011-12 Business Plan which sets out some of the key areas of work which both Members and staff will be focusing on over the coming fourteen or so months. Following some positive work done so far, this year will allow us to continue on our self improvement journey and develop into areas where further work was required.

Last year's action plan has progressed well and many of the new work streams included in that plan are now embedded into the everyday work of the Authority. The action plan which accompanies this Business Plan clearly sets out the new work required, with timescales and action managers, and will be regularly assessed by Members to ensure that the actions are delivered. The Plan also puts in place a series of actions which will ensure that the areas for improvement highlighted within our inspection report are completed, or at least on the way to completion, within the first six months of the life of this new Plan.

My role is also responsible for enabling the smooth transition to a new governance arrangement, and steps will be taken through this plan to ensure that staff and stakeholders are engaged and involved throughout the process. If there are any elements of the Plan which you would wish to discuss further, then I would be more than happy to do so.

Paul Stock
Chief Executive/Treasurer

Key Functions and Role

The governance of policing in England and Wales involves Chief Constables, police authorities and the Home Secretary - commonly known as the 'tripartite arrangement'. Chief Constables retain overall operational independence and are responsible for the direction and control of the force, including police staff and day to day financial management.

Police authorities have a statutory duty to maintain an efficient and effective police force for the area and to hold the Chief Constable to account for the exercise of his or her functions and those of persons under their direction and control.

The Authority undertakes a wide range of responsibilities to ensure policing in Leicester, Leicestershire and Rutland is efficient and effective. Below are just some of its key roles, which are to:-

- o Set annual objectives and targets based on consultation with local people for the police to deliver in the year ahead;
- o Manage the police budget and consult with local people before setting the police part of the council tax to ensure value for money;
- o Appoint the Chief Constable and other chief officers;
- o Monitor police performance and hold the Chief Constable to account on behalf of the community;
- o Check that the Chief Constable delivers a police service which balances both national strategic priorities with the concerns of local people;
- o Ensure that citizens have a say in how they are policed;
- o Monitor complaints against the police;
- o Promote equality and good relations between different groups of people, ensuring that people know their rights if they are stopped or searched by the police;
- o Make sure the police service does everything it can to keep improving policing.

Working in Partnership

Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire Police Authorities all agreed to form a Joint Committee following the collapse of the East Midlands Police Force merger process. The Joint Committee provides the opportunity to make decisions regionally within a proper legal framework. Therefore those matters requiring a legal decision, or which need mentioning for the purpose of transparency, will appear on the Joint Committee agenda. The Collaboration Board involving the five Authorities in addition to the five Chief Constables, which was established during the merger process, continues to work together in order to identify costs and benefits that may arise from increased collaboration.

The Authority works in partnership with other public bodies and the Constabulary to reduce crime and disorder and the fear of crime. It is an active participant in the nine Community Safety Partnerships and is represented on Local Strategic Partnerships.

Police Authority members are also actively involved in the following:

- APA Citizen Focus and Partnerships
- Leicester Children's Trust Board
- One Leicester LSP
- Leicestershire Together LSP
- Rutland Together LSP

Mission, Vision & Aims

The Authority reviews its Mission, Vision, Aims and Values on an annual basis, taking into consideration issues raised through engagement with key stakeholders, to ensure that its work remains focused on the provision of an efficient and effective police service for the people of Leicester, Leicestershire and Rutland.

Mission - To work in partnership with Leicestershire Constabulary and others to create safer communities and to increase confidence and satisfaction in policing.

Vision - To ensure an efficient and effective police service, which is built on neighbourhood policing, tackles all levels of criminality, and makes the citizens of Leicester, Leicestershire and Rutland feel safer.

Aims

- o To assist in achieving a consistently high performing force;
- o To ensure improvements in performance and scrutiny underpinned by robust governance structures and appropriate Members' support;
- o To provide better and more effective engagement with stakeholders;
- o To improve partnership working (both with the Constabulary and externally);
- o To be a community leader in policing and community safety.

Values

Independence: as appointed representatives of the community it serves, the Authority will act as an independent body responsible for ensuring that the Constabulary delivers an efficient and effective police service

Accountability: the Authority is accountable to the public and is objective in its decisions in a way that preserves public confidence. In conducting its business of scrutiny and governance, the Authority will act in accordance with the trust that the public places in it

Honesty & Integrity: In conducting business, Members will comply with the Code of Conduct and serve the public interest with honesty and integrity

Inclusiveness: The Authority will work in partnership with the Constabulary, public and private bodies and the community to do all that it reasonably can to prevent crime and disorder and make the citizens of Leicester, Leicestershire and Rutland safe and feel safer

Fairness & Respect: The Authority will treat everyone fairly and with respect for each individual's needs. In doing so, the Authority will comply with equality legislation and in accordance with its duty to promote diversity.

Business Plan 2010/11 – Achievements & Progress

The 2010/11 plan featured key themes under which a number of individual work streams were undertaken. The key actions completed to date are set out below:-

Police Authority Inspection – improvement plan

A significant amount of work was undertaken during the year to ensure that the inspection process accurately reflected the performance of the Authority and its ongoing self improvement programme. During the year, a governance review was completed; a revised meeting structure was devised and implemented from January 2011; and further work was commissioned to develop a more balanced approach to performance and finance reporting.

Review of Committees and Standing Groups

The Authority has during the year completely revised the meeting structure and streamlined the number of public meetings. The concept of “business days” has been introduced, allowing members to work together as a group prior to public meetings and to receive presentations on important national and local issues. The 2011/2012 Business Plan will build on this work and make adjustments to meeting structures as required while the new way of working embeds in the organisation.

Members’ Development Process

The Authority signed up to some new training needs, including Performance Management, and the Chair commissioned some external mentoring and support to enhance the delivery of the new ways of working.

Improved Risk Management processes

Through the work of the Audit and Risk Committee, the Authority has strengthened the scrutiny and challenge of risk and risk mitigation across the wider organisation. The Chair of this Committee, working with the Treasurer, has given the issue a higher profile and this is beginning to become a “hot issue” within all areas of the Police Authority’s business.

The above gives a flavour of the work undertaken in the last year to deliver the 2010/11 plan.

Objectives and Targets 2011/12

1. Continuous Improvement/Sustaining Performance

Item	Further Detail	Lead	Report	Priority	Target Completion
1.1 Review of new governance arrangements	Undertake a robust review of the new working arrangements and make amendments as required	Chief Executive/Treasurer	Police Authority	H	May 2011
1.2 Risk Management processes	Continue to scrutinise and challenge the risk management processes of the Authority and Force	Chief Executive & Chair of Audit and Risk Committee	Audit and Risk Committee	H	April 2011 and ongoing
1.3 Audit Recommendations	Respond to and implement/monitor as appropriate the recommendations of internal and external audit	Chief Executive & Chair	Audit and Risk Committee	H	Ongoing
1.4 Member Training	Develop training for Members on the fundamentals and key issues arising from the Training Needs Analysis	Deputy Chief Executive	TBC	M	Ongoing
1.5 HMIC Support and Challenge	Respond to any recommendations arising from the 2 day inspection held in March 2011	Chair and Chief Executive	TBC	M	Ongoing according to timescales
1.6 Secretariat Review	Undertake review of secretariat in terms of capacity, capability and resilience.	Chief Executive	Police Authority	M	May 2011
1.7 Ethical Standards agenda	Continue to develop and embed key areas e.g. diversity	Deputy Chief Executive	Diversity Committee	M	June 2011 and ongoing
1.8 Police Authority – integration of new City Council arrangements	Following election of City Mayor in May 2011, ensure proper integration of new arrangements	Chief Executive/Treasurer	Police Authority	M	May 2011 and ongoing

2. Consultation/Engagement/Communication

Item	Further Detail	Lead	Report	Priority	Target Completion
2.1 Consultation and Engagement Strategy	Produce and circulate overarching, joint strategy	Chair of Engagement Group/Comms Officer	Engagement Group	H	June 2011 and ongoing
2.2 Finance Communication Plan	Continue to develop and deliver the plan for “Financing the Future”	Chief Executive/Treasurer	SFPG/Performance Group	H	Ongoing
2.3 Meet the Chief and Chair Events	Initial engagement events across the Force geography – 4 meetings to be arranged	Chair and Chief Executive	Engagement Group	H	July 2011
2.4 Consultation survey (CRAVE lite)	Develop and implement a focused piece of consultation on the change programme and financial landscape	Chair of Engagement Group	Engagement Group	M	August 2011
2.5 Public Relations	Develop and agree a joint media strategy with the Force	Chief Executive/Treasurer	Internal	M	June 2011

3. Effective Scrutiny Function

Item	Further Detail	Lead	Report	Priority	Target Completion
3.1 Review arrangements for high reputational risk areas e.g. IPCC reports	Develop and implement a shared protocol for dealing with scrutiny of reputationally significant issues e.g. IPCC reports, legal challenge. In particular, scrutinise Stop and Search and critical incidents.	Chief Executive (working with Chief Constable)	Police Authority	H	May 2011 and ongoing
3.2 2012 Olympics Planning	Preparation for security planning of the safeguarding of teams at Loughborough	Chief Executive	Force Tasking/Performance Group (TBC)	H	May 2011 and ongoing
3.3 Policing the Future Transformation Programme	Clear opportunities to scrutinise and challenge the proposals going forward for Phase 2 and beyond	Chair and Chief Executive	SFPG/Co-ordination and Change Programme Group	H	Ongoing
3.4 Collaboration Proposals	Clear opportunities for members to receive and understand business cases relating to collaboration/shared services/joint working etc	Chair/Vice Chair/Chief Executive	Co-ordination and Change Programme Group	H	Ongoing

4. Enabling Effective Delivery of the Local Policing Plan

Item	Further Detail	Lead	Report	Priority	Target Completion
4.1 Priority Led Budgeting	Introduction of a risk-based, priority led budgeting process for 2012/13.	Treasurer (with Force Finance Director)	SFPG	H	July 2011 and ongoing
4.2 Performance monitoring	Robust scrutiny and challenge of performance targets within LPP	Chair of Finance and Performance Group	Finance and Performance Group	H	May 2011 and ongoing
4.3 Develop improvement targets in readiness for post-LPP in 2012/13	Working with the Force, develop and challenge improvement targets which can be presented, but not published, to inform 2012/13 budgeting and medium term planning	Chair of Finance and Performance Group	Finance and Performance Group	M	September 2011 to January 2012

5. Transition Arrangements

Item	Further Detail	Lead	Report	Priority	Target Completion
5.1 Creation of internal Transition Board	Develop Board to oversee the delivery of transition to Office of Police Commissioner	Vice Chair/Chief Executive	Police Authority	H	April 2011 and ongoing
5.2 Monitor passage of Police Reform and Social Responsibility Bill	Provide updates and briefings at relevant parts of the passage through House of Lords	Chief Executive/Treasurer	Transition Board	M	May to October 2011
5.3 Review and adjust infrastructure requirements	Where relevant, review current resources and recommend changes if appropriate	Chief Executive/Treasurer	Transition Board/Police Authority	M	September to October 2011
5.4 Develop a Transition Plan	In line with national requirements, produce a transition plan to enable smooth transfer to new organisational structure	Chief Executive/Treasurer	Transition Board/Police Authority	H	October 2011
5.5 Legal and Governance Transfers	Prepare for transfer of legal and governance responsibilities and functions on final version of the Bill	Chief Executive/Treasurer	Transition Board/Police Authority	H	October 2011 – April 2012
5.6 Governance Statement and new Scheme of Delegation	Develop an agreed Governance Statement (in line with national Protocol) and scheme of delegation to reflect the provisions of Bill after Royal Assent	Chief Executive/Treasurer	Transition Board/Police Authority	H	November – December 2011
5.7 Election Plan	Develop plan to manage issues arising from electoral process for commissioners; release of information; liaison with council officers; “swearing in” process; handovers	Chief Executive/Treasurer	Transition Board	M	March 2012