

HUMBERSIDE POLICE AUTHORITY POLICING PLAN 2012-16 STRATEGIC AIMS AND OBJECTIVES

INTRODUCTION

1. The purpose of this report is to update Members on the proposed aims and objectives determined at the Police Authority's Planning event on 10th January 2012.

BACKGROUND

2. On the 10th January 2012 the Police Authority held a Strategic Planning Workshop. This was very well attended by Members, Chief Officers and other representatives from the Force.
3. The views of partners, including the Community Safety Partnerships were fed into the workshop, together with an analysis of the external and internal environment, including the results of public consultation and the threat, harm and risk facing local communities.
4. The purpose of the planning workshop was to obtain a strategic steer for policing in Humberside for the next few years through the formulation of strategic aims with a number of underpinning objectives (priorities). This was achieved in a democratic manner and sets the constraints for the Force which will hopefully drive the activities and behaviours that will be deliver these aims.
5. The Policing Plan (which, for the time being, is a statutory requirement to be written by the Force but approved by the Authority) will articulate the strategic steer provided at the planning event. The Policing Plan will also outline the resources available to the Chief Constable with a measurement framework to enable the Police Authority to determine whether delivery of the policing plan is 'on track'.

POLICING PLAN 2012-16 APPROACH

6. As mentioned on 10th January 2012 the Policing Plan will be structured around the four themes of:
 - i. Crime and anti-social behaviour
 - ii. Quality of service
 - iii. Resources
 - iv. People

These themes largely mirror the HMIC Policing and Crime comparator and create a balance between operational effectiveness (themes i and ii) and organisational efficiency (themes iii and iv). Themes i and ii are effectively what we would like the Force to deliver for the public, essentially the 'community outcomes'. Theme iii is

about ensuring Humberside Police has the necessary capacity with a focus on leveraging extra resources whilst managing public funds responsibly, responding to current needs and planning for the future. Theme iv is concerned with identifying what workforce is needed, how they are led and how they learn, based on the notion that organisational capability is built on individual level capability.

7. It is felt that these four themes can provide greater focus and clarity to the vision of 'outstanding policing' and act as building blocks to assist in the development of the initiatives and actions that will deliver 'outstanding policing'. The executive delivery actions identified in the Force Corporate Plan are a matter for the Chief Constable although Members will have sight of this at the final Business Development Committee meeting on 1 May 2012. It is possible that a separate planning half-day session will be arranged for all Police Authority Members to fully understand how the aims and objectives have been translated into action.

STRATEGIC AIMS AND OBJECTIVES 2012-16

8. The strategic aims and objectives are included at appendix 1. These long term aims (supported by short term objectives) respond to the challenges faced in Humberside and can help co-ordinate problem solving and actions, which is the essence of good strategy development. The short term and the long term are seen as parallel rather than sequential activities. The short term objectives should be in harmony with the longer term aims and part of a holistic framework where short term assessments are seen as guides on the long term journey.
9. The strategic aims and objectives below have been amended slightly (from those at appendix 1) to become more 'user friendly', without changing the overall intent. Members are asked to comment on whether they are content with these amendments (changes are emboldened) and that they reflect the spirit of the discussions of 10th January:

Strategic Aim 1: *By 2016 Humberside is a safer place in which to live, work, visit and **invest** due to reductions in overall crime and anti-social behaviour.*

- Reduce violence with injury, including domestic violence
- Prevent **and reduce** re-offending
- Address, with partners, alcohol related **crime and anti-social behaviour**
- **Respond to threats contained in the Government's Strategic Policing Requirement (e.g. civil contingencies / terrorism / organised crime)**

Strategic Aim 2: *By 2016 the public, including victims of crime, will experience improved levels of trust, confidence and satisfaction in Humberside Police and policing is responsive to local needs.*

- Enhance dialogue and engagement with local communities
- Improve **relationships with local people** and provide a timely and effective response **to them when needed**
- Improve visibility, availability and accessibility of officers / staff

- Solve **local** crime and community problems

Strategic Aim 3: *By 2016 Humberside Police will be known for offering quality and value for money in all core services through priority led resource allocation that balances risk and sustainable financial viability.*

- Maximise efficiencies (procurement, streamlined systems and processes)
- **Make the best use of** public facing staff (including use of the extended policing family)
- Increase **activity** through partnerships and collaboration
- Improve the **use** of technology

Strategic Aim 4: *By 2016 Humberside Police will be recognised as a modern and flexible service committed to developing staff to realise their full potential and where staff are well led and managed.*

- **Give more responsibility to staff and encourage** greater use of professional discretion
- **Develop intelligent staff planning** to manage service demand
- Align Learning and Development with operational aims and objectives
- Develop leadership and management capability

10. These aims and objectives will be incorporated in the Policing Plan 2012-16 and will then be communicated to the public and partners.

STRATEGY MEASUREMENT

11. The Policing Plan, as well as being a key component of the Authority's vision for the future of policing is also one of the key instruments of performance management and as such includes the performance indicators and (possibly) targets associated with each aim that will enable the Authority / PCC to judge whether the Plan has been delivered by Humberside Police on behalf of local people and whether our fundamental strategic assumptions remain valid.

12. Police Authority staff have commenced discussions with the Force regarding the performance monitoring framework on the principle that we measure what we value rather than value what we measure. It might be that there is a two tier approach with the adoption of outcome (or primary) indicators that are regularly scrutinised by Members as well as diagnostic (or secondary indicators) that are reported on an exception basis only.

OPTIONS / RISK AND OPPORTUNITIES

13. There is a risk that during the development of the Policing Plan the aims and underpinning objectives chosen are not the right ones. A robust approach was

undertaken on 10 January 2012 in an attempt to distil all the data and information available into aims and objectives that are focused and manageable.

14. These aims and objectives don't just focus on the presenting issue (i.e. which crime or ASB types are increasing or changing) but focus more on some of the underlying and cross-cutting issues such as re-offending and alcohol, albeit with a strategic aim to reduce overall crime and ASB. This gives the Force maximum flexibility regarding which crime types to tackle in accordance with their control strategy with the notable exceptions of violence with injury (inc. domestic violence and protective services issues), and it might, when considered with the thrust of last year's policing plan, lead to a different approach that focuses less on specific crime types and more on offenders, locations (vulnerable locations / 'hot-spots') and victims / vulnerable groups.
15. A strategic plan itself is only a plan; the Force's actual strategy, defining 'how we get there' lies in the decisions and choices the Chief Officer team make as they translate the aims and objectives into operational actions and communicate this throughout the Force. The development of longer term aims underpinned by shorter term objectives at the corporate level should help create aims for lower level units (divisions and branches), which in turn create their own objectives, and so on, in a cascade of problem solving at finer and finer levels of detail until we reach the individual level. This approach should help align the Force to the Strategy.
16. There is a risk that once developed the Policing Plan and linked Force delivery plan (the Force Corporate Plan) are not properly communicated to public, staff and stakeholders and linked with individual staff objectives as part of the Force performance management system. To mitigate this risk the communication of the new Police Authority Policing Plan and Force Corporate Plan should feature as part of each organisations communications plan.
17. It is also important to recognise that strategies pursued by the Authority and Force will probably be a mix of the intended and the emergent. Intended strategies such as the Policing Plan and Force Corporate Plan are the product of formal strategic planning and decision making (such as the planning event on 10th January and Committee decisions), but the strategy that is actually pursued may be somewhat emergent, including bottom-up initiatives and rapid responses to unanticipated opportunities and threats.
18. The need therefore for the Authority and Force to be as flexible and agile as possible to incorporate strategy as it evolves in practice (through decisions, actions, reflection and feedback) and meld this with deliberate strategy, as we learn new and better ways of doing things, is arguably a useful approach to take.

POLICING PLAN AND PERFORMANCE

19. Potentially one of the greatest contributors to improving performance is clarity and agreement about the strategic aims, underpinning objectives and the actions that will get us there. This report and appendix 1 partially reflect this.
20. In developing the Policing Plan 2012-16 cognisance will be taken of the draft guidance developed by the tripartite in relation to Police and Crime Plans that the

new Police and Crime Commissioner will be responsible for once elected in November 2012 as well as the new shadow Strategic Policing Requirement.

IMPACTS ON OR LINKS TO COLLABORATION

21. There are no direct links to collaboration associated with this report although there is a clear objective to increase capacity through collaboration and enhanced partnership activity.

FINANCIAL IMPLICATIONS

22. Further details of the Medium Term Financial Strategy (MTFS) is available elsewhere on this agenda. If strategy and therefore the Policing Plan and Force Corporate Plan and the supporting measurement framework are placed at the heart of the Authority and Force management systems then there should be a greater link between the strategy and the budget. Executing the strategy requires that the portfolio of initiatives and activities be implemented simultaneously in a co-ordinated manner. This delivery element of the strategy may require explicit funding and will therefore need to be costed to inform decision making regarding the level of the budget to be determined and whether the precept should be increased and / or reserves utilised in the pursuit of the strategy.

LEGAL IMPLICATIONS

23. There are no legal implications associated with this report.

EQUALITY AND DIVERSITY AND HUMAN RIGHTS IMPLICATIONS

24. The views of our diverse communities were included as part of the Authority's public consultation and incorporated into the planning event on 10th January 2012. A full Diversity impact Assessment around the strategic aims and objectives will be undertaken by the Police Authority prior to the Policing Plan being approved.

CONCLUSIONS

25. An effective strategic planning process will lead to the creation of a good strategy that not only identifies what we are trying to do, but why and how we are doing it. It will help the Police Authority and the Force to better understand the challenges and problems we are facing in Humberside and help develop an overall strategy which clusters related objectives around a handful of strategic aims. The planning event on 10th January attempted to do this and the results of the planning process are the subject of this report and will inform the development of the Policing Plan 2012-16.
26. When these aims and objectives are adopted by the Force to guide their own planning process it should make it easier for Force managers across divisions and departments to separately plan and manage each of the key themes of the strategy and what they will do, but still have them operate coherently. This includes the actions and resource deployments that will focus organisational energy to improve performance.

RECOMMENDATIONS

27. It is recommended that Members:

- (i) Discuss the slightly revised aims and objectives at paragraph 9 and recommend to the Police Authority that they be adopted in the Policing Plan 2012-16.
- (ii) Agree to receive details of the Force delivery plans at the Business Development Committee meeting on 1 May 2012.

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Background Papers:	None	

<p>Aim: BY 2016 Humberside is a safer place in which to live, work, visit due to reductions in overall crime and anti-social behaviour.</p>	<p>Aim: By 2016 the public, including victims of crime, will experience improved levels of trust, confidence and satisfaction in Humberside Police and that policing is responsive to local needs.</p>
<ul style="list-style-type: none"> • Reduce violence with injury, including domestic violence • Prevent re-offending • Address, with partners, alcohol related crime / harms • Tackle protective services in accordance with the Strategic Policing Requirement 	<ul style="list-style-type: none"> • Enhance dialogue and engagement with local communities • Improve contact management and provide a timely and effective response to calls for service • Improve visibility, availability and accessibility of officers/staff • Solve crime and community problems
<p>Aim: By 2016 Humberside Police will be known for offering quality and value for money in all core services through priority led resource allocation that balances risk and sustainable financial viability.</p>	<p>By 2016 Humberside Police will be recognised as a modern and flexible service committed to developing staff to realise their full potential and where staff are well led and managed.</p>
<ul style="list-style-type: none"> • Maximise efficiencies (procurement, streamlined systems and processes) • Optimise the level of public facing staff (including utilisation of the extended policing family) • Increase capacity through partnerships and collaboration • Improve the utilisation of technology 	<ul style="list-style-type: none"> • Empower staff and encourage greater use of professional discretion • Develop workforce planning to manage service demand • Align Learning and Development with operational aims and objectives • Develop leadership and management capability