



HUMBERSIDE

POLICE AUTHORITY

CORPORATE PLAN

2009 - 2012

**“securing outstanding policing
for local people”**

June 2009

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FOREWORD

- 1.1 Humberside Police Authority has many statutory duties, but at its core is being public advocate for overseeing and scrutinising Humberside Police, so that it delivers outstanding policing.
- 1.2 Never has the Government's expectation and scrutiny of Police Authorities been so high, with the first ever formal inspections by HMIC and the Audit Commission starting in September 2009. Furthermore, the political and financial landscape which exists today is starting to exert unprecedented pressures on Forces and Authorities. Together these aspects make for a challenging, demanding and somewhat uncertain future for policing over the next few years.
- 1.3 However, members and officers of Humberside Police Authority will not waiver from their duty to ensure that the public who live, work or visit the area receive the best possible service from Humberside Police.
- 1.4 The Strategic Policing Plan 2009 – 2012 highlights the goals set by the Police Authority and agreed with the Chief Constable.
- 1.5 Humberside Police Authority's Corporate Plan clarifies exactly what the Authority will do to ensure that outstanding policing is delivered by the Force, and sets out the Authority's ambition to ***secure outstanding policing for local people.***
- 1.6 Critical to the successful delivery of the plan will be how the Authority engages communities to ensure it understands their concerns and how they feel about the quality of local policing. This is essential to securing the confidence of the public in the policing service they receive.
- 1.7 Therefore this plan sets the strategic direction Humberside Police Authority will take over the next three years, with detailed actions and time scales being developed from it, into annual business plans, the first of which will cover the period 2009/10.

2. OVERVIEW

Where are we going?

2.1 The Police Authority's strategic goals have been agreed with the Chief Constable and they are contained in the three year Strategic Policing Plan 2009 – 2012 namely:

1. to increase the levels of confidence and satisfaction in Humberside Police by working in partnership to tackle local priorities, reducing crime and anti-social behaviour and by bringing offenders to justice,
2. to improve the levels of satisfaction and confidence in Humberside Police by focusing on the needs of our citizens and delivering a service which understands their concerns and keeps people and communities properly informed,
3. to work with our partners and through our communities to tackle the threats of terrorism, violent extremism and serious and organised crime,
4. to deliver each strategic goal through services that will be lean, efficient and effective and by constantly making the best use of resources by reducing costs and realizing the benefits of new technology.

2.2 The formal judgment as to how successful the Force is, will be made using the HMIC rounded assessment framework which will examine five areas:

- Public Confidence,
- Local Crime and policing,
- Protection from serious harm,
- Value for money, and
- Managing the organisation.

2.3 The Police Authority's role is not to deliver the strategic goals but to ensure that the Force achieves them and secures a successful outcome in the HMIC rounded assessment. Hence the title of this plan, ***securing outstanding policing for local people. .***

2.4 In working towards meeting that commitment the Authority will need to be an outstanding body in its own right, working closely with the public, the Force and key partners such as Her Majesty's Inspectorate of Constabulary, Local Criminal Justice Board, Children's Trusts and various business and third sector partnerships, Local Strategic Partnerships and local Crime and Disorder Reduction Partnerships. So, what should an outstanding Police Authority look and feel like and what will people say if Humberside Police Authority becomes outstanding?:

The public will:

- feel very safe and truly believe that crime has significantly fallen through more offenders being brought to justice,
- be very clear that they turn to the Authority when policing isn't good enough,
- have total confidence that the Authority actively listens and will robustly respond to public concerns about policing,
- have real confidence in the quality of local policing,
- readily recognise the Authority as a separate entity and be able to distinguish and describe its unique role in delivering policing.

Chief Officers will respect us for:

- giving clear, focussed and appropriate strategic direction,
- providing robust evidence of what the public want and need,
- robustly scrutinising the areas of greatest risk / concern,
- providing the right level of resources,
- a strong and meaningful relationship with them that is built upon trust, respect and confidence,
- sincerely and consistently recognising & supporting sound improvements,
- standing 'tall' alongside them at the right time, for the right reason.

Partners will value our involvement because we:

- robustly influence and when necessary, change the direction of policing,
- offer real meaningful support through coordinating and facilitating debates on policing issues and sharing information with them
- robustly challenge, when necessary, both police force and partnership activities.

HMIC, Audit Commission & Home Office officials would be confident that we:

- effectively scrutinise and oversee the Force,
- ensure that the police force remains efficient and effective and delivers outstanding productivity which represents real value for money,
- ensure the communities voice truly drives local policing priorities.

2.5 This picture helps to clarify what an outstanding authority is, but the key components which will be used by HMIC and the Audit Commission to help make a judgement of whether a Police Authority is effective are:

- i. Setting strategic direction and priorities,
- ii. Ensuring value for money and productivity,
- iii. Scrutinising performance outcomes,
- iv. Achieving results through community engagement, partnership and collaboration.

2.6 This Corporate Plan will set out; where Humberside Police Authority is today as it proceeds along the journey to become outstanding (self assessment): what are the future challenges: what areas of work need developing; and finally what members and officers will do over the next three years to ensure the Authority becomes outstanding.

2.7 From this 3 year plan, the Authority will develop annual business plans, the elements within which will secure continuous improvement in the

right areas of work, in the right timescale.

3. MISSION, VISION and VALUES

3.1 The previous Corporate Plan articulated a mission for the Authority which closely aligned to the delivery of policing. Throughout the year there has been national consideration and debate over the future of police authorities, the majority of which was focused upon the findings in the review by Sir Ronnie Flanagan. As a consequence the original mission, vision and values of the Authority have been revised:

Our vision:

3.2 “Humberside Police Authority will be recognised for securing outstanding policing for local people”

Our mission:

3.3 “We will achieve our vision on behalf of the public who live, work or visit the area by ensuring that:

- through effective scrutiny the Authority will ensure Humberside Police delivers an outstanding policing service through, which meets the needs of the public and , in a cost effective way value for money

Our values:

3.4 “We commit to:

- behaving with integrity,
- respecting and trusting our people,
- building public trust and confidence,
- working closely with our partners,
- streamlined and supportive processes and systems,
- taking pride in our performance.

4. ARE WE OUTSTANDING TODAY?

4.1 The first section set out the criteria and framework for judging the effectiveness of a Police Authority. To give focus to future development, an assessment must be made of how well Humberside Police Authority performs against these.

4.2 During the early part of 2009, members and officers assessed the strengths and areas in need of improvement, in essence identifying the 'gaps' we have to fill. They found that:

- we need to listen to the public more – our 'finger needs to be more on the pulse',
- there are uneven workloads between members,
- we tend to be reactive & 'spread too thinly' as opposed to have a proactive and clear focus on the big risks / issues,
- we need to operate more as a team, not individuals,
- we need to have a shared view of where we are going,
- we use too much of our time trying to tell the Force what to do and being involved in decision making within the Force, as opposed to using that time overseeing & scrutinising the work of the Force,
- we need stronger action within partnerships to secure desired local outcomes for communities,
- we don't have consistent relationships, which are clearly understood and valued,
- we need committees to be slicker & smarter,
- we need to get better at ensuring that force resources are placed in the right place at the right time for the right reasons and that they deliver a service which is efficient and highly productive,
- we need to raise our profile in the eyes of the public.

4.3 This honest and evidenced based self assessment is a healthy and important step to take in the journey towards becoming outstanding. The findings of the assessment mean that, today, we would be unlikely to secure a good outcome in an HMIC / Audit Commission inspection.

However, providing we work hard to continuously improve, our direction of travel will be seen by all to be ambitious, challenging and the right one to take.

5. WHAT ARE THE CHALLENGES ALONG THE WAY?

5.1 It is inevitable that our journey towards 'securing outstanding policing for local people' will be demanding, challenging and somewhat uncertain due to a whole series of issues, including:

- a global economic downturn and harsher financial environment,
- heightened expectations for Police Authorities from all political parties,
- the impending general election,
- HMIC / Audit Commission inspections of Police Authorities,
- the gap in protective services,
- a continuing drive for collaboration,
- the need for improved local accountability e.g. crime & justice pioneers, community crime fighters, 'calls for action',
- the ever increasing importance of partnership working e.g. CAA, LAAs,
- a requirement for greater efficiency and productivity,
- the need to increase public confidence.

5.2 This likely future would be daunting for many. However, for officers and members of Humberside Police Authority it is a future which is understood, accepted and will be used to help us keep focused on the things which matter most to the public we serve. Whether it be a constant focus on ensuring best value is secured out of available resources, or relentless effort to hear what the public say about their concerns and the quality of policing in their area.

5.3 So we know our purpose; what people will say when we are on the top of our game; what areas we need to improve; and what the future holds. The next step is to use this information to develop priorities for action.

6. STRATEGIC PRIORITIES

6.1 In securing outstanding policing for the public who live, work or visit the area, we will respond to the following five priorities:

Priority one: to **actively engage and respond appropriately** with local communities, to inspire confidence in local policing,

Priority two: to **collaborate with partnerships, Police Authorities, Forces and agencies** to secure both desired outcomes for communities and maximise efficiencies,

Priority three: to **ensure robust oversight and scrutiny** of the performance of the Force to ensure it delivers outstanding policing,

Priority four: to ensure the Force and Authority resources are used in a way which derives **best value for money**,

Priority five: to ensure the Authority and the Force has appropriate **leadership and management** to secure and deliver outstanding policing.

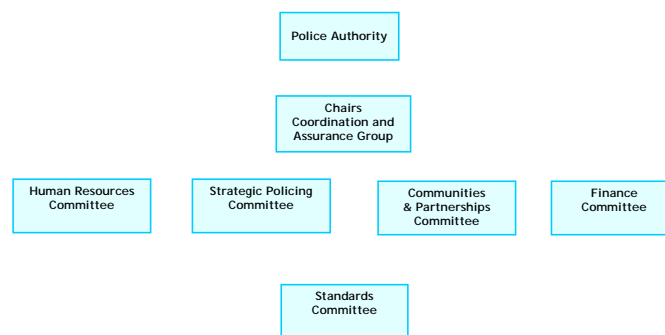
6.2 Annual business plans will flow from this three year Corporate Plan, each of which will contain the detail of actions to be undertaken under each of the Authority's five Strategic Priorities.

6.3 Delivery of the Strategic Priorities requires a structure for committees and secretariat support, which enables focus on the right areas of business for the Authority. The following section provides that detail prior to the plan moving onto the detail of the objectives behind each of the Strategic Priorities.

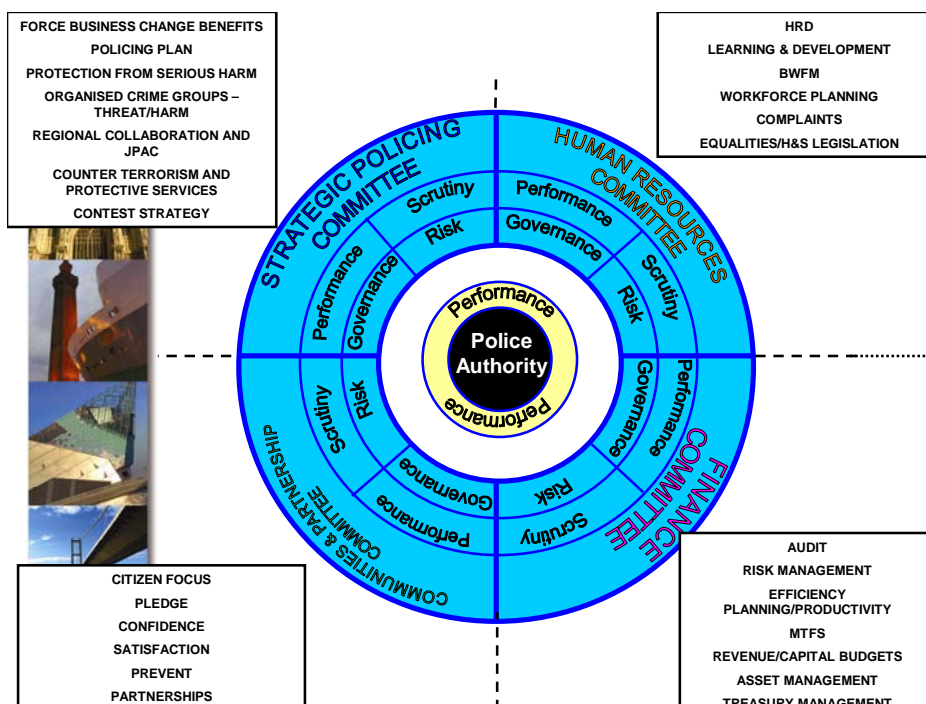
7 ORGANISATIONAL STRUCTURE (Committees and Secretariat)

7.1 The Committee structure will be revised to ensure oversight of performance of the

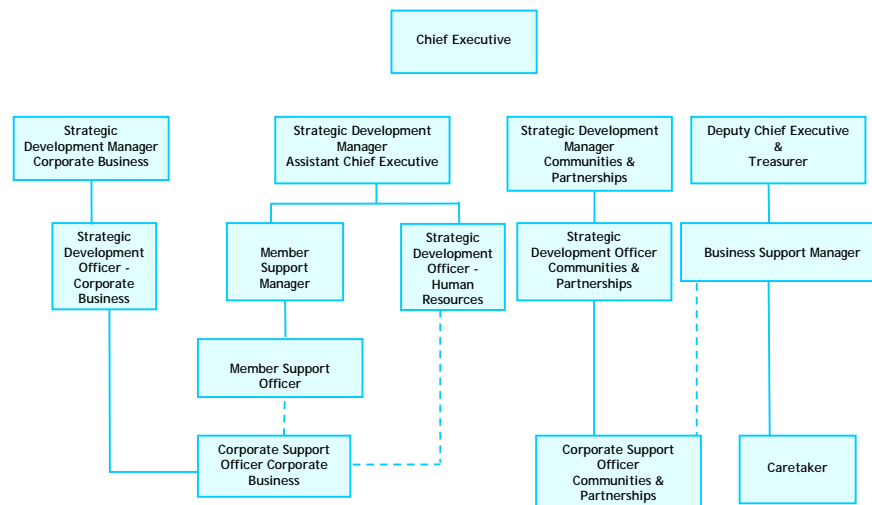
Force becomes the responsibility of both the full Authority and the standing committees. The role of the current Chairs Strategy Group will be enhanced to coordinate and assure the business of the Authority e.g. oversight of the management of risk, coordination of areas which are to be scrutinised. As a consequence its title will be amended to be Chairs Coordination and Assurance Group. The structure is as follows:



7.2 Each committee undertakes a number of functions and has specific areas of responsibility and the following represents the key elements:



7.3 Revisions to the structure of the secretariat were made in late 2008 to better reflect the needs of the Authority and this is represented below:



7.4 The following sections provide an overview of how each priority will be taken

forward so that the Authority continually improves over its journey of becoming outstanding. The following headings will provide the structure:

- Strategic Priority,
- Objectives for each priority with Committee leads assigned,
- Background,
- What will the Authority be judged against?
- Our self assessment findings,
- Actions for development 2009 – 2012.

8. **PRIORITY ONE:** to **actively listen and robustly respond** to the public,
ensuring that they are confident in local policing.

Chairs Coordination & Assurance Group will be responsible for:

Objective 1: **heightening the awareness** of the public as to the role of the Authority and to inform them about the difference it has made,

Communities and Partnerships Committee will be responsible for:

Objective 2: **communicating and consulting more effectively** with the public so as to understand their views about the quality of policing, impact of the policing pledge and local priorities for action,

Objective 3: **acting upon the views** expressed by the community and provide information back to them, so as to raise their confidence in policing.

Background

- 8.1 The statutory role of a Police Authority includes:

Section 96, Police Act 1996:

- arrangements **shall** be made for obtaining:
 - (a) the views of people in that area about matters concerning the policing of the area, and
 - (b) their co-operation with the police in preventing crime in that area.

- 8.2 It is important this fundamental aspect of the work of the Authority is done well, as it provides the foundation upon which the priorities for the Force are shaped. If this foundation is weak, it is inevitable that public trust, respect and confidence will suffer and outstanding policing will not be delivered.

What will we be judged against?

8.3 The HMIC / Audit Commission framework recognises the importance of community engagement and sets out the following key question to focus upon;

“How well does the police authority achieve results through community engagement to deliver its ambitions and strategic priorities?”

- 8.4 The framework seeks evidence to demonstrate that the authority:
- has secured and understood the views of local people about policing priorities in its area;
 - acts upon community concerns by setting priorities for policing that reflect local needs and will lead to improvements in public confidence;
 - provides feedback on how issues raised through consultation and community engagement have been considered;
 - ensures that local policing services are accessible to all communities, including hard to reach and vulnerable groups.
 - properly considers the views of the public in holding the chief constable to account,
 - the Authority fulfils its role in delivering the single confidence target and driving progress of the Force towards achieving the target.

Self Assessment

8.5 Members and officers of the Authority recognise this is as an area in need of improvement:

- “we need to raise our profile in the eyes of the public”,
- “we need to listen to the public more – our ‘finger needs to be more on the pulse’”.

Actions for development 2009 - 2012

Objective 1: Raising the profile of the Authority

- 8.6 The public will not turn to the Authority when policing isn't right or is not responding to the concerns they have locally, unless they know and understand the role of the Authority and how to access it. Members should be seen as local advocates for the public across the area policed by the Force. Consequently the existing Communication Strategy needs to respond to this gap in public awareness by ensuring information which is relevant to the public is regularly provided to local communities.
- 8.7 The Chairs Coordination and Assurance Group will oversee implementation of the Communications Strategy, through regular reviews of media products and directing future activity.

Objective 2: Public consultation and engagement to raise confidence

- 8.8 The Authority's strategies for Public Consultation and Building Confidence to provide the basis for future work. Although they all need refreshing in light of this plan, 2009/10 will be a period to begin embedding a more focussed and meaningful approach to communicating with the public through engagement and partnership working.
- 8.9 Work will include the introduction of Citizens Panels with sufficient numbers of residents in each of the four unitary authority areas; these will ensure the Authority has a much more robust and strengthened understanding of the public's views, concerns and perceptions about policing. This approach will also provide an opportunity to 'drill down' into specific concerns or areas of uncertainty through time limited and focussed groups. Where possible partners will be asked to join in this work, both to reduce cost and improve the coordination of public consultation.
- 8.10 There is also a real need to understand the specific needs and concerns of some of our diverse and minority communities. As we need

to enhance our expertise and capacity to fulfil this duty properly, we will try to commission an external agency to update this work on our behalf.

8.11 The creation of the post of Engagement and Equalities officer will increase the Authority's capacity to deal with the product from the community engagement activity the Authority and partners will be undertaking. This will then provide the opportunity to better understand the policing issues which the public are most concerned about.

8.12 It is important that communities have confidence in local policing and that they are satisfied with the policing service they receive. The Authority needs to be able to measure levels of satisfaction and confidence and take action when targets are not achieved. To this end, the Communities and Partnership Committee will undertake a programme of 'reality checks' which are focussed upon those issues believed by members to be of greatest importance to communities. It is likely that attention will focus upon elements of the 'policing pledge' and aspects of policing which are likely to impact upon public confidence.

Objective 3: Acting upon the views of the public

8.13 Having listened to the public and gathered evidence about the level of satisfaction and confidence in policing, it is essential that members analyse what the public are really saying and whether their needs are being met. If improvements are required then members must ensure that the Chief Constable and his senior officer team are made aware of the gaps in service provision and seek to influence change to increase satisfaction and confidence.

8.14 One aspect to influence change is the setting of challenging targets for improved performance. To ensure performance targets are in accordance with what the public need, members of the Authority must be confident that they have an accurate understanding of the views of the public and the capacity of the Force to deliver the required changes.

9. **PRIORITY TWO:** to work in **collaboration with partnerships, Forces and agencies** to secure both desired outcomes for communities and maximize efficiencies.

Communities and Partnerships Committee will be responsible for:

Objective 1: overseeing joint working with partnerships to ensure all local communities receive accessible and responsive policing,

Strategic Policing Committee will be responsible for:

Objective 2: promoting and supporting collaboration with other Forces, Police Authorities and public service partners to continuously improve the efficiency and effectiveness of policing,

Objective 3: overseeing joint working to increase the capacity and capability of protective services.

Background

- 9.1 Working jointly can have two distinct benefits. Firstly, to combine effort with others to make communities safer, either at local or regional levels. Secondly drive down costs through collaboration.
- 9.2 Partners can be many and varied, but key ones include other Forces, Police Authorities, HMIC, Crime and Disorder Reduction Partnerships, Local Strategic Partnerships, Local Criminal Justice Board, Children's Trusts and various business and third sector partnerships.

What will we be judged against?

- 9.3 Partnership working and collaboration are specifically contained within the HMIC / Audit Commission inspection framework and the evidence sought from police authorities will focus upon:

"How well does the police authority achieve results through

partnerships and collaboration to deliver its ambitions and strategic priorities?”

- 9.4 The framework seeks evidence to demonstrate that the authority:
- secures desired outcomes for local policing and community safety priorities through effective partnership;
 - promotes and supports collaboration/joint working between forces and other local public service partners to improve efficiency, reduce costs, manage risk more effectively and deliver improvements in policing services nationally; and.
 - properly balances the focus on local issues and improvements in confidence with the wider needs of the public in policing regional and national concerns,
 - to deliver improvements in protective services.

Self Assessment

- 9.5 Members and officers of the Authority recognise this as an area in need of improvement:
- “we need stronger action within partnerships”,
 - “we need to get better at ensuring that Force resources are placed in the right place at the right time for the right reasons and that they deliver a service which is efficient and highly productive”.

Actions for development 2009 - 2012

Objective 1: Local Partnerships

- 9.6 The Authority is in the unique position of being able to be a facilitator and coordinator for the development of community safety work across the area, linking together the work of partners such as Local Criminal Justice Board, Crime and Disorder Partnerships, Local Strategic Partnerships Government Office for Yorkshire and the Humber, the voluntary, community and business sectors. Never has there been a greater need to work together to ensure consistency, removal of duplication of effort, generation of more efficient ways of working and unblocking barriers to further improvements. Examples could include;

joint public consultation and engagement; the development of a joint communication and marketing strategy; shared learning from the introduction of crime fighters and community and justice pioneers.

- 9.7 The Authority's Partnerships Strategy sets out how this agenda will be taken forward and the next three years needs to be a period of real change to ensure joint effort is focussed in those areas where a real difference can be made. It will be the responsibility of the Communities and Partnerships Committee to provide leadership and oversight for implementation of the Partnerships Strategy.

Objectives 2 & 3: Collaboration – protective services and efficiency savings

- 9.8 Great strides have been taken to promote and oversee collaboration across the region, but this work has predominantly focussed upon closing the operational gap surrounding serious and organised crime, most commonly referred to as the 'protective services gap'. This work has not been concluded and members need to continue their oversight of this important aspect of policing.
- 9.9 However, with the global economic downturn and the consequent increase in financial pressures on the Force, the Authority need to examine, support and set the strategic direction for the potential to secure significant efficiencies from collaboration. If successful the savings can be re-invested to secure, maintain and sustain aspects of policing which are in need of additional resource.
- 9.10 The drive for regional collaboration has recently increased and the Strategic Policing Committee needs to lead the debate and secure greater understanding of the scope for generating significant efficiency savings from regional collaboration. In doing so it needs to support and promote the development of the Regional Efficiency and Productivity Strategy.

10. **PRIORITY THREE:** to ensure **robust oversight and scrutiny** of the performance of the Force to ensure it delivers outstanding policing.

Police Authority & all standing committees will be responsible for:

Objective 1: overseeing overall performance of the Force and robustly scrutinising those aspects which are of greatest importance to the Authority,

Police Authority will be responsible for:

Objective 2: holding the Chief Constable to account for delivering outstanding policing.

Background

- 10.1 The core statutory duty of a police authority is:

Section 6 of the Police Act 1996:

- **“shall** secure the maintenance of an efficient and effective police force”.

- 10.2 Alongside the duty to seek views of the public, this duty is truly important to the Police Authority and one which needs significant focus and effort.

What will we be judged against?

- 10.3 In discharging this responsibility the HMIC and Audit Commission inspection framework recognises that robust oversight and scrutiny of the performance of the force, is a critical component of the work of an Authority:

“How effective is the police authority in scrutinising and ensuring that the force delivers the priority services that matter to local people?”

- 10.4 The police authority will be required to demonstrate that it:

- has the capacity to appoint senior officers effectively and that it holds the Chief Constable to account for delivery of objectives, priorities and quality outcomes,
- has a rigorous approach to performance scrutiny, analysing data to monitor performance and tackling under-performance;
- sets challenging targets for performance and the Policing Pledge,
- delivers improvements in protective services.

Self Assessment

10.5 Once again the self assessment process within the Authority highlighted that improvements are necessary in this area of business:

- “we use too much of our time trying to tell the Force what to do and being involved in decision making within the Force, as opposed to using that time overseeing & scrutinising the work of the Force”.

Actions for development 2009 - 2012

Objective 1: Oversee and scrutinise performance

10.6 The Authority will refocus its effort towards oversight of overall performance of the Force, alongside robust scrutiny of those issues which are of greatest importance to the public and the Authority, whether they be organisational or operational performance issues.

10.7 The critical elements of this shift in focus will be:

- clear understanding of where the public are not satisfied or confident with local policing,
- the full Police Authority will oversee and scrutinise the performance of the Force, thereby enabling members to directly hold the Chief Constable to account for both areas of under performance and recognising success,
- in support of the full Police Authority, all the standing committees will be responsible for overseeing and scrutinising performance for their core areas of work e.g. Communities and Partnerships Committee dealing with satisfaction and confidence

and local performance; and Strategic Policing Committee overseeing serious and organised crime and protective services. In essence, this results in the work of the Performance Committee moving over to either the full Police Authority or one of its respective standing committees,

- Members and officers will identify and assess all of the critical areas of importance, concerns and risks facing the Authority and force and ensure that they are scrutinised by members of the respective committee.

10.8 To ensure that the right area of performance is closely scrutinised, each committee will have a 'performance scorecard' which will highlight any exceptions whether they be good performance or not. This approach will include the full Authority using a performance 'scorecard' for the Local Policing Plan targets which will allow all 17 members to remain sighted on the overall operational performance of the Force.

10.9 This change to the way the Authority operates will require improved coordination both to avoid duplication of effort as well as to ensure ownership and accountability for the most important aspects of its business. As a consequence the Chairs Strategy Group will be given a new responsibility to coordinate and assure the work of the Authority, which inevitably will include identifying, assessing and monitoring risks and delegating responsibility for the oversight of them to officers or committees. To reflect the additional responsibility its title will change to Chairs Coordination and Assurance Group.

Objective 2: Holding the Chief Constable to account

10.10 By bringing the responsibility for oversight of performance into the full Police authority it will be the Chief Constable who will answer for any exceptions to performance, whether they be successes or not. Furthermore as the Chairs Coordination and Assurance Group will have the responsibility for scanning and identifying any significant concerns or exceptions across all the business overseen by the four standing committees, this will provide an additional opportunity for the

Committee Chairs to escalate specific issues of concern or success to the full Authority.

11. **PRIORITY FOUR:** to ensure the Force resources are used in a way which

derives best value for money.

Finance Committee will be responsible for:

Objective 1: ensuring the Force delivers improved efficiency and productivity,

Finance / Human Resource Committee will be responsible for:

Objective 2: ensuring that the Forces use of resources reflects supply and demand profiles.

Chairs Coordination & Assurance Group will be responsible for:

Objective 3: Comprehensively assess those risks and threats which could impact upon the efficiency and effectiveness of the Force and the Authority.

Background

11.1 The statutory role of the Police Authority which relates to this aspect is Section 3,

Local Government Act 1999:

- **must** make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

What will we be judged against?

11.2 The HMIC and Audit Commission framework gives clarity as to what it expects for this area of focus:

“How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?”

11.3 The evidence the authority will be required to demonstrate will be has the

Authority:

- with the force, made a comprehensive assessment of risk and threats, and ensures that resources are aligned to priorities, risk and threats;
- directed effort away from non-priority areas;
- ensured the force's use of resources reflects supply and demand profiles;
- regularly reviewed costs and overheads; and
- set ambitious local targets to deliver improved efficiency, effectiveness and productivity and challenged the Force to achieve them.

Self Assessment

11.4 It is apparent that the Authority has some sound arrangements for the oversight of efficiency plans, but the Authority needs to drive this agenda through giving strategic direction and assuring itself that best value is derived. The recent requirement on the Force to balance the budget within five years will require an ambitious programme of business change, which will necessitate close scrutiny of deployment decisions across the Force.

Actions for development 2009 – 2012

Objective 1 & 2: Develop an Efficiency and Productivity

Strategy

11.5 Even though a considerable amount of police authority capacity is expended to

ensure public get good value for money, members would benefit from an efficiency and productivity strategy which takes account of the national, regional and local agendas and sets out the ambitions and actions required from the authority. The strategy would need to take into account the HMIC and the PURE framework and set a clear direction for members.

11.6 The recent benchmarking exercise undertaken by the Association of Police Authorities Chief Executives will also provide information upon

which to gauge the efficiency of the operation of the Authority and should be taken account of, in the strategy. Once developed, the strategy will need implementing through the production of a detailed action plan.

Objective 3: Risk Management

- 11.7 The Authority endorsed a risk management strategy in the early part of 2009 and it was agreed that the oversight for implementation would rest with the Assurance and Co-ordination Group. As a consequence the majority of scrutiny effort must be on those aspects, which may impact negatively upon achievement of either the Force aims and objectives or it's efficiency and effectiveness.

12. PRIORITY FIVE: to ensure the Authority and the Force have the leadership,

capability and capacity to deliver and secure outstanding policing for local communities.

Chairs Coordination & Assurance Group will be responsible for ensuring:

Objective 1: that the Authority has Corporate and Business plans which respond to the longer term challenges for efficient and effective policing in the area,

Objective 2: that members and officers have a shared understanding and commitment to implementing the Authority's Corporate and Business Plans,

Objective 3: that the Authority has the requisite leadership, skills, capacity and capability to discharge its duties.

Human Resources Committee will be responsible for ensuring

Objective 4: that the Force is well lead by Chief Officers and it has the

capability to deliver outstanding policing.

Background

12.1 The first four priorities very much focus upon the work of members and officers.

Priority five seeks to ensure that the leadership, skills, plans, systems and processes are in place to enable the Authority to deliver the previous four priorities, both efficiently and effectively.

12.2 In addition this priority seeks to ensure the Force has the capability within its

human resources to deliver the best possible policing services to local people.

What will we be judged against?

12.3 The HMIC / Audit Commission framework poses the question:

“How does the police authority ensure that both it and the Force has the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?”

12.4 In terms of the evidence the Authority will be expected to demonstrate the framework asks if the Authority:

- sets clear and ambitious priorities for policing in its area;
- plans effectively for longer-term strategic challenges;
- ensures the force is well led;
- is properly resourced and skilled to discharge its governance responsibilities; and
- ensures high professional and ethical standards are set.

Self Assessment

12.5 The self assessment findings point to the areas in need of development to improve the capacity and capability of the Authority:

- we need committees to be slicker & smarter,
- we tend to be reactive & ‘spread too thin’ as opposed to a proactive clear focus on big risks / issues,
- we have uneven workloads between members,
- we need to operate more as a team, not individuals,
- we need to have a shared view of where we are going,
- we don’t have consistent relationships, which are clearly understood and valued.

Actions for development 2009 - 2012

Objective 1 & 2: Ownership of the Corporate & Business Plans

12.6 To achieve the outcome of adhering to the principles of good governance it is essential that members understand, and are committed to, the strategic direction set out in this plan; the mission being to secure outstanding policing for the public in the area. This will be achieved through progress reviews at development sessions, Chairs

Coordination and Assurance Group and Senior Management Team meetings.

- 12.7 The second step is for clear and robust business plans for the full Police Authority and its four standing committees, with members and officers being held to account for delivery of the actions contained within. The introduction of committee business plans will provide two opportunities. Firstly, members will look at the year ahead and consider the key issues faced to their committee's sphere of operation. In doing so it will plan how and what it will oversee and scrutinise, whether it be dip sampling, focus groups, surveys, mystery shoppers or focussed research. The second benefit will be that the forward plan will provide a clear focus for the 'team' of members and officers and better enable them to remain proactive and focussed upon the key risks as a group.

Objective 3: Leadership, skills, capacity and capability

- 12.8 There is a need to develop corporate operating standards for the oversight and scrutiny function, which will seek to promote efficient and effective governance. Such standards will incorporate supporting the traditional committee structure through both bespoke and regular briefings of members so that they understand the key lines of enquiry for certain aspects of work. It will also include planning meetings immediately following each committee where officers from the Force and the Authority, along with the committee chair agree who needs to do what prior to the next meeting.
- 12.9 The key benefits to arise out of this development will be consistency and corporacy of operation, ensuring that members receive the best possible information, at the right time so that they can make quality decisions and, finally, that best practice operates across the Authority.
- 12.10 There is also a need to have personal development and performance review embedded into the business of the Authority. This will require a skills audit, personal development plans and performance review process all being clearly linked to the needs of the Authority. Without

continuous professional development the capability of the Authority will not improve and it is essential that a strong learning and development culture and practice operates across the Authority.

12.11 Once the HMIC / Audit Commission framework is formalised, the Authority needs to identify a lead member and officer to take responsibility to plan and prepare the Authority for the inspection. Included in the preparation will be a self assessment based upon the framework, building development actions into respective business plans. This process is likely to require additional resources.

12.12 The final area for development is the need to maintain high standards of professionalism, governance and ethics so as to ensure that the operation is robust and drives the business in the areas of greatest need. Although the leadership of this rest specifically with the Chair of the Authority, the Chief Executive, Committee Chairs and members of the Senior Management Team, the Standards Committee will have its own business plan to assure the Authority that the Authority is operating to the highest standards of behavior.

Objective 4: the Force is well lead by Chief Officers and it has the capability to deliver outstanding policing

12.13 Members of the Human Resources Committee must be assured that the Force's People Strategy is 'fit for purpose' and will maximize the potential of staff. In essence ensuring that the right people, are in the right place at the right time. This will require a clear plan which will enable members to properly understand and scrutinise both the Strategy and it's implementation, including overseeing areas such as learning and development, talent management etc.

13 OVERSIGHT OF DELIVERY OF THE CORPORATE PLAN

13.1 Progress against the Corporate Plan requires regular monitoring to ensure actions are being taken, amendments are made as required and to ensure consistent ownership and understanding prevails.

13.2 To achieve an appropriate and proportionate oversight, ongoing monitoring will be undertaken in the following ways:

- Standing agenda on the Chairs Coordination and Assurance Group to monitor progress, identify barriers and report exceptions to the Authority,
- Standing agenda on each business development day,
- Chief Executive and Chairs to undertake continual monitoring.