



HUMBERSIDE

POLICE AUTHORITY

CORPORATE PLAN

[2010 revision]

*“securing outstanding policing
for local people”*

March 2010
Version 1

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1. FOREWORD

- 1.1 Humberside Police Authority has many statutory duties. However, its core purpose is ***'to secure outstanding policing for local people'***.
- 1.2 This Corporate Plan sets the strategic direction for the Authority after having considered the national, regional and local contexts, particularly:
- The political and financial landscape remains uncertain and challenging for many public services across the nation. Following the general election, it will be essential to review the Corporate Plan.
 - The Government's expectation and scrutiny of Police Authorities continues to remain high. The first tranche of HMIC and Audit Commission inspections was completed in December 2009. The second phase of twelve, which includes Humberside Police Authority, is scheduled to conclude in July 2010.
 - The prominence of regional collaboration continues to increase, both to better protect the public from serious harm and to secure improved efficiency. Greater clarity will emerge during the next twelve months, both for the direction, scale and speed of progress.
 - The drive for greater localism, placing local people at the heart of policing continues apace. However, this is taking place within a complicated landscape for partnership working and accountability.
- 1.3 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. This plan provides the direction and development objectives for the foreseeable future [3 – 5 years].
- 1.4 Annual Business Plans will provide the detail which will convert the direction into action.

2. BACKGROUND

- 2.1 In the spring of 2009 members and officers reviewed the strategic direction of the Authority. They considered both the performance of the Authority and its future challenges. As a consequence in June 2009 members approved the first three year Corporate Plan for 2009 – 12. They also agreed how the direction would be turned into action through the Business Plan for 2009/10.
- 2.2 The actions in the Business Plan were allocated and implemented primarily through Performance Development Review (PDR) objectives for staff and Committee Plans. Progress was monitored through exception reports to the Chairs Coordination and Assurance Group.
- 2.3 In addition to the planned actions, significant additional work was undertaken during the year, including: the financial challenge set for the Chief Constable, including oversight of products of the Choices programme; findings from Health and Safety inspection and Use of Resources assessment; development of the combined equalities scheme; continued oversight of the business and workforce modernisation programme; induction of two new elected members and recruitment of four independent members; review of draft value for money profiles; member and staff development including Belbin Leadership training.
- 2.4 In February 2010 members once again engaged in a business planning day. They reviewed the impact of implementation of the Business Plan 2009/10, received results of the self assessment of the Authority and assessed future challenges for policing.
- 2.5 The outcome is this revised Corporate Plan. It retains content from the previous version and introduces new direction arising out of the business planning process. It looks forward to the medium term [3 -5 years]. The annual Business Plan sets the detailed development actions to be implemented during the financial year 2010/11.

3. MISSION, VISION, VALUES AND INTENT

3.1 During the business planning process for 2010, members were asked to reconsider the vision for the Authority. They determined that the vision, mission, values and intent remained wholly appropriate and relevant:

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.

Our intent

3.5 To meet this commitment the Authority will need to be an outstanding organisation. Its intention is therefore to continuously improve until:

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.

4. ARE WE OUTSTANDING TODAY?

- 4.1 In 2009 members undertook a strategic review of how well the Authority was performing. As a consequence, a variety of improvement actions were built into the Business Plan 2009/10.
- 4.2 One of the improvement actions was to create a working group to undertake a formal self assessment using the Police Authority Inspection framework. The results of which would feed into the business planning cycle for 2010/11.
- 4.3 The working group commenced its task in October 2009 by first collecting evidence of the performance of the Authority against the framework's four themes.
- 4.4 On the 8th February 2010 members and officers attended a workshop as part of the self assessment process. The product of both the working group and the workshop was fed into the business planning day on the 23rd February.
- 4.5 The Working Group's self assessment is contained in "Humberside's story – The journey so far" and it is complimented by "Case Studies – A valuable example of our good work". The overall finding of the self assessment was that the Authority was performing well overall.
- 4.6 However, the key areas for improvement were:
- **Setting strategic direction and priorities**
 - The Authority needs to further embed and consolidate its systems & procedures to deliver even more impact,
 - Greater emphasis is required on measuring the impact of the Authority on Force policies and actions,
 - After the election a refresh of the Policing Plan and MTFs will be required, to take account of the inevitable challenging environment ahead,
 - The approach to risk management needs to be enhanced through greater integration and oversight of Force and Authority risks.
 - **Performance scrutiny**
 - The Authority needs to ensure the Force sustains performance in difficult economic conditions ahead,
 - An assessment is required of those areas of business change where future performance could be at risk.
 - **Engaging communities & partnerships**
 - The Authority needs to maximise the opportunity afforded by detailed 'maps' of communities to further improve confidence - particularly diverse communities.
 - A refresh of the partnership strategy is necessary as a consequence of the White Paper.
 - Members should continue to ensure that local people understand the challenges facing the service in a way that improves confidence.
 - **Value for money**

- The Authority should create a strategy which aligns regional efficiency and productivity with local future financial challenges,
- Members need to work with the Force to review and revise its resourcing model.

4.7 These areas for improvement have been incorporated within the development objectives highlighted later in the plan.

4.8 As the findings of the formal Inspection of the Authority will not emerge until the first quarter of 2010/11, a further revision of both this plan and the Business Plan maybe required later.

5. WHAT ARE THE CHALLENGES ALONG THE WAY?

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

Global and national:

- a global economic downturn and harsher financial environment,
- heightened expectations for Police Authorities from all political parties,
- the impending general election and the impact upon policing including potential for changes for Police Authorities,
- HMIC / Audit Commission inspections of Police Authorities,
- the continuing drive for collaboration,
- an increased requirement for greater efficiency and productivity, particularly following publication of the White paper and the report from the High Level Working Group on Value for Money.

Regional:

- the gap in protective services,
- 10 year regional strategy for efficiency and productivity.

Local:

- the need to improve confidence of local people,
- the need to better protect local people from the threat and harm of serious and organised crime,
- the need for improved local accountability e.g. 'calls for action', white paper proposals such as BCU lead members & public scrutiny meetings,
- the ever increasing importance of partnership working e.g. CAA, LAAs, White Paper,
- the need to increase public confidence in the face of all these challenges.

5.2 In addition there are a number of key risks to both the Force and the Authority. If not managed properly, this could impact on the combined capability to deliver and secure outstanding policing.

5.3 The management of Force risks is overseen by the Force Audit Board. The lead member for Audit and the Deputy Chief Executive are members of that Board. Where they believe any risk requires direct oversight by the Authority, they report by exception.

5.4 The Force high level risks currently being managed are:

- Vetting,
- Management of Police Information,
- Corporate Manslaughter,
- Olympics,
- Hi tech crime,
- Financial crisis,
- Aged CRB applications,
- Drugs intervention programme funding,

- Child protection,
- PCSO funding,
- Choices implementation,
- Computer suite Queens Gardens.

5.5 Those risks specifically overseen by the Authority, either through them being risks to the organisation (e.g. directly elected police commissioners) or ones where members require direct oversight are:

- Financial management,
- Public expectations e.g. impact of the Choices Programme,
- Poor assessment reports,
- Failure to balance budget by 2014,
- Risk management arrangements,
- First 10 HMIC / Audit Commission inspections,
- Capacity of members to meet broadening agenda of Police Authorities.

5.7 The above sets out future challenges at national, regional and local levels. This Corporate Plan takes account of each of them by either shaping its strategic priorities, objectives or actions.

6. STRATEGIC PRIORITIES AND OBJECTIVES

6.1 In 2009 members agreed that five strategic priorities were required to deliver the vision of ***securing outstanding policing for local people***.

6.2 At the business planning day in February 2010, members reviewed the existing priorities. They remained content with the five priorities with the exception that the 'leadership and management' priority be changed. Members felt that it needed to better reflect the new Inspection theme of 'Setting the Strategic Direction and Priorities'. The rationale being that firstly there was no reference in the Authority's existing priorities to setting strategic direction. Second that the performance characteristics within the 'Setting Direction and Priorities' inspection theme, incorporated the need to ensure leadership and management within both the Force and Authority.

6.3 Members also asked that the priorities be sequenced. Therefore the revised five strategic priorities will be:

Priority one: to **set the strategic direction** of the Authority and the Force and ensure they have appropriate leadership and management to secure and deliver outstanding policing.

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

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 **collaborate and work jointly with partnerships, Police Authorities, Forces and agencies** to secure both desired outcomes for communities and maximise efficiencies,

6.4 The following section describes the operating framework of the Authority, which ensures sustained, sound performance against each of the five strategic priorities.

7. OPERATING FRAMEWORK

Strategies, Practices and Resources

7.1 The core strategies, practices and arrangements the Authority has in place to ***secure outstanding policing for local people*** are:

Priority one: setting strategic direction:

- Strong leadership through defined roles and active direction by Chair of the Authority, Chairs of its standing committees, Chief Executive and senior members of the secretariat,
- Productive working relationship with the Force,
- Business planning process from which the Corporate Plan is developed,
- Annual Business Plans with detailed development actions,
- Priority and target setting process,
- Strategic Policing Plan for the Force,
- Monitoring of Force complaints,
- Combined Equalities Scheme,
- Risk Management Strategy,
- Annual Governance Statement,
- Governance framework,
- Assistant Chief Executive developing governance arrangements, members capability and committee arrangements,
- Driving improvements in the workforce,
- Human Resources adviser for the Authority,
- Member and officer induction, training & development plans,
- Appointment process for Chief officers, member and Authority staff.

Priority two: active engagement and response to local communities,

- Communities and Partnership manager,
- Consultation and Engagement strategy,
- Citizen panel and associated surveys,
- Public Communications Strategy,
- Community profiling of all communities,
- Support for continued engagement of neighbourhood watch,
- Media and public relations adviser for the Authority,
- Equality Impact Assessments,
- Independent custody and animal welfare visitors.

Priority three: robust oversight and scrutiny

- Performance management adviser for the Authority,
- Performance and oversight embedded throughout all committees
- Lead members responsibilities linked to Corporate and Business Plans,
- Scrutiny process, including of Policing pledge, use of Mystery Shoppers.

Priority four: ensure best value,

- Qualified Treasurer,
- Medium Term Financial Strategy,
- Budget setting and budget monitoring,
- Precept setting,

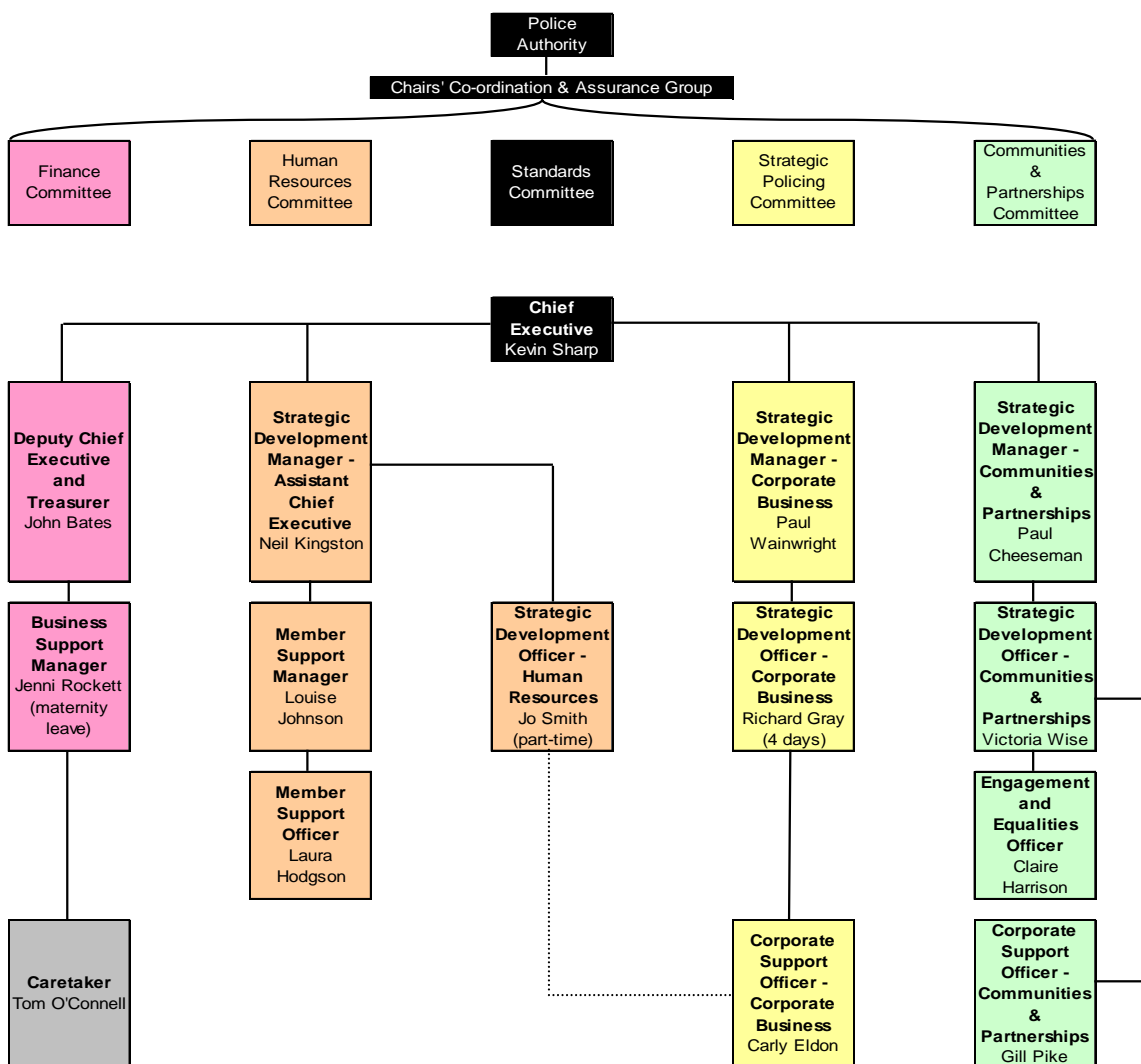
- Value for money strategy,
- Treasury Management Strategy,
- Internal Audit plan,

Priority five: collaborate and work jointly

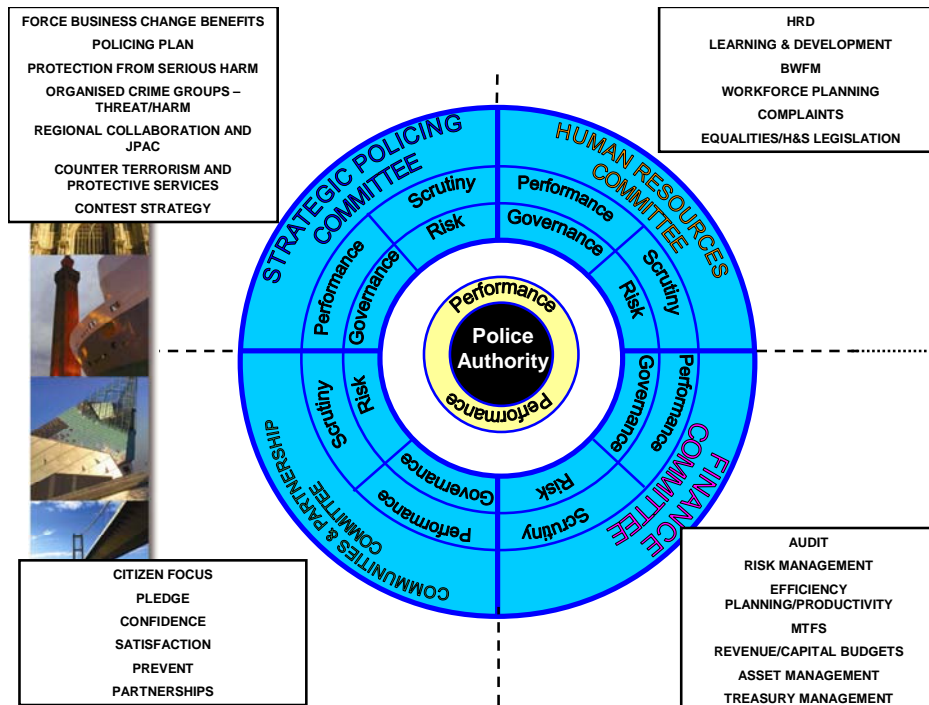
- Partnership Strategy,
- Members of JPAC influencing direction of regional collaboration,
- Local Community Safety Scrutiny committees,

Organisational structure

7.2 The Committee structure and alignment of secretariat staff provides the foundation for the operating framework of the Authority. This was revised following implementation of objectives contained in the Business Plan 2009/10:



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



- 7.4 The above provides an overview of the operating framework of the Authority, outlining its strategies, practices, arrangements and organisational structure.
- 7.5 As the Authority's ambition is to be outstanding, its business planning process continually identifies areas in need of improvement. These development needs are shown in the following section, under the heading of the five strategic priorities.

8. **PRIORITY ONE:** to **set the strategic direction** of the Authority and the Force and ensure they have appropriate leadership and management to secure and deliver outstanding policing.

Development 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,
Development Objective 2:	that the Authority sets the strategic direction of the Force
Development Objective 3:	that the Authority has the requisite leadership, skills, capacity and capability to discharge its duties.
Development Objective 4:	that the Force is well lead by Chief Officers and it has the capability to deliver outstanding policing.

Background

- 8.1 The uncertainty in the political and financial environment should begin to clear soon after the general election, particularly after the Comprehensive Spending Review. Once this occurs the Authority will need to review its forward plans.
- 8.2 In addition, as the Force Strategic Priorities require review in 2010/11, the Authority should also seek to define what ‘outstanding policing’ looks like in this future environment. This will allow local people and members to know where the focus will be for continuous improvement of the Force.
- 8.3 To ensure a comprehensive understanding of longer term strategic challenges, Force risks need to be fully integrated with the management arrangements of the Authority’s risks.
- 8.4 The regional member development strategy has been influenced by the Authority and this provides an excellent opportunity to enhance capability. Effective and robust implementation will be essential if it is to have real impact.
- 8.5 The Authority will undergo change during the first quarter of 2010/11 with three new independent members and a new Chair of the Authority. A management plan is required to mitigate the risk to the effectiveness of the Authority, with the member development strategy providing the framework for doing so.
- 8.6 A risk raised during the business planning process was the lack of capacity of members to undertake all the work required of them. This concern stemmed from the broadening responsibilities and increasing commitment required of them. It is important that the risk of members capacity being ‘spread too thin’ needs to be continually under review.
- 8.7 The White Paper “Protecting the Public: Supporting the Police to Succeed” seeks

to strengthen local accountability through a variety of means. The proposals will require the Authority to enhance its current arrangements for BCU lead members and revise the member development framework.

- 8.8 To ensure that the Force is well lead, the Authority needs to consider a succession plan for those Chief Officer posts likely to be vacated in the foreseeable future.
- 8.9 Furthermore, during the first quarter of 2010/11 the Home Office is likely to introduce revised guidance for Performance Development Review objectives of the Chief Officers. The Authority needs to be prepared to revise existing arrangements and consider working jointly with the Force on the Performance Development Reviews for staff and officers in the Force.

9. **PRIORITY TWO:** to **actively engage and respond appropriately** with local communities, to inspire confidence in local policing,

Development Objective 1:	that the Authority heightens awareness of the public as to the role of the Authority and to inform them about the impact it has made,
Development Objective 2:	that the Authority effectively communicates and consults with the public so as to understand their views about the quality of policing, impact of the policing pledge and local priorities for action,
Development Objective 3:	that the Authority acts upon the views expressed by the community and provides information back to them, so as to raise their confidence in policing.

Background

- 9.1 Implementation of the Authority's Public Communication Strategy can be further enhanced through focussing on the revised BCU lead Member role referred to in paragraph 8.7. In essence, an opportunity to heighten the Authority's profile through localising the message in each of the four Unitary Authority areas.
- 9.2 In view of the changes to be implemented by the Force as a consequence of meeting the financial challenge, accurate and timely public information will be of particular importance. Without it there could be a negative impact upon confidence of local people. Issues such as visibility of PCSOs and neighbourhood policing will need to have a clear consistent approach.
- 9.3 The Authority's embedded consultation arrangements need to be revised to take account of the Police Authority (Community Engagement and Membership) Regulations 2010. In view of the levels of deprivation in the area, those who are socially disadvantaged need to be given specific focus in the Authority's work.
- 9.4 The White Paper "Protecting the Public: Supporting the Police to Succeed" will also impact upon the Authority's Consultation and Engagement Strategy. For example the Authority needs to ensure that BCU public scrutiny meetings are held, which inevitably will incorporate the respective lead BCU member.
- 9.5 The Authority's impressive citizen panel and community profiling activity provide the opportunity to focus both consultation and the provision of information to diverse groups. Thereby helping to raise confidence in these minority communities. These two mechanisms can also help to focus consolidation of the corporate publications plan. For example, the 'big conversation' facility on the revised web site could be promoted to engage with specific minority groups.

9.6 Finally, the Citizen Panel provides an ideal strategic consultative facility for local community safety partners. At the recent priority setting workshop, partners identified the opportunity to rationalise consultation activity across the sub region. The Authority should lead the development of this approach.

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

<i>Development Objective 1:</i>	that the authority oversees and robustly scrutinises those aspects which are of greatest importance to the Authority,
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Background

- 10.1 The Authority has sound, robust oversight and scrutiny strategies and arrangements. These need to be sustained and their impact evaluated.
- 10.2 However, the Authority needs to analyse proposed changes to the business of the Force to highlight those areas at greatest risk to future falls in performance. Once analysed, the resources of the Authority can be targeted to ensure performance is sustained.

11. **PRIORITY FOUR:** to ensure the Force and Authority resources are used in a way which derives **best value for money**.

Development Objective 1:	that the authority ensures the Force delivers improved efficiency and productivity,
Development Objective 2:	that the authority ensures that the Forces use of resources reflects supply and demand profiles.
Development Objective 3:	that the Authority comprehensively assesses those risks and threats which could impact upon the efficiency and effectiveness of the Force and the Authority.

Background

- 11.1 The White Paper “Protecting the Public: Supporting the Police to Succeed” clearly highlights the scale of efficiency savings required from the police service by 2014. The High Level Working Group Report on Police Value for Money provides additional information. The HMIC Value for Money profiles identifies high costs areas for the Authority.
- 11.2 Therefore the Authority’s approach to securing value for money to meet the challenges set for 2014 needs to be formalised in a Value for Money Strategy. This should take account of the above and combine it with the sound work already being undertaken. This will include the challenge to balance the budget by 2014, the 10 year Regional Efficiency and Productivity Strategy, the Choices programme and the Force Integrated Business Management Model.
- 11.3 The Authority also needs to better understand where the Force resources are allocated and then to assure itself that they are aligned to the threat and harm faced by the public.
- 11.4 Finally, the efforts to balance the budget by 2014 will necessitate significant change to the way the Force operates. The oversight arrangements of the savings achieved following implementation will need effective and efficient oversight.

12. **PRIORITY FIVE:** to **collaborate and work jointly with partnerships, Police Authorities, Forces and agencies** to secure both desired outcomes for communities and maximise efficiencies,

Development Objective 1:	that the Authority oversees joint working with partnerships to ensure all local communities receive accessible and responsive policing,
Development Objective 2:	that the Authority promotes and supports collaboration with other Forces, Police Authorities and public service partners to continuously improve the efficiency and effectiveness of policing,
Development Objective 3:	that the Authority oversees joint working to increase the capacity and capability of protective services.

Background

- 12.1 The White Paper “Protecting the Public: Supporting the Police to Succeed” contains a number of proposals for streamlining partnership working. As a consequence of this and the development of BCU lead members, the Authority’s Partnership Strategy is in need of revision.
- 12.2 During 2010/11 it is anticipated that significant progress will be made on the implementation of the 10 year Regional Strategy for Efficiency and Productivity. As a consequence the Authority will need to prepare for this transformation by developing a Strategy which will ensure that the Force is adequately prepared.
- 12.3 Although significant attention will be focussed upon the future of regional policing, the Authority needs to critically review its current investment of resources. This will ensure that before additional resources are allocated of are considered local people are getting value for money.

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.