

**Report of the Chief Executive to the Chair and Members of the
Policy and Resources – Corporate Development Panel, 24th
November 2009**

**Presenting Officer: Mr Norman Wright
Status: For Agreement**

Police Authority Service Improvement Plan

1 Purpose

To update the police authority service improvement plan 2009 – 2012 (appendix a.) and propose that this be subsumed within the developing police authority business plan.

2 Recommendations

It is recommended that:

Members note the 8 service improvement areas and key deliverables included within section 3 of the service improvement plan 2009-12 (attached).

Members agree that the service improvement plan be incorporated within the developing police authority business plan.

3. Reasons

Members approved the first Cleveland police authority service improvement plan in 2006. Since then the plan has undergone 6-monthly updates which are reported to this panel for approval.

The chief executive is currently preparing a draft business plan for Cleveland police authority. This was progressed at the two police authority away days in August and September 2009. Most of the items included in the service improvement plan are also being developed within the business plan. The business plan will incorporate proposals for service improvements that emanate from business reviews, audits and inspections.

4. Implications

4.1 Financial

There are no direct financial implications from this report.

4.2 Diversity and Equal Opportunities

There are no direct diversity and equal opportunities implications from this report.

4.3 Risk Assessment

The opportunity to review the strategic management of the police authority enables business risks to be identified and recommendations made to reduce those risks.

Conclusion

- 5.1 The service improvement planning process provided members with assurance that the recommendations of audits, inspections and reviews were being progressed in a systematic and timely manner. The vehicle for ensuring that this process continues is now the business plan.

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CLEVELAND POLICE AUTHORITY: SERVICE IMPROVEMENT PLAN 2009-2012

1. Introduction

This service improvement plan and key actions are based around recent recommendations for service improvements emanating from strategic assessments, inspections, audits and reviews of the police authority and force. Account has also been taken of Home Office policies for police forces and authorities to promote collaborative working and workforce modernisation. The plan is structured around the Association of Police Authorities Self-Assessment Model. The plan has been streamlined in order to focus on the most important service improvements and to create greater clarity as to future actions required.

2. SUMMARY OF CORE RESPONSIBILITIES AND VALUES

The core responsibilities of the Police Authority can be grouped under the three themes of consultation, strategic planning and efficiency and effectiveness. Cleveland Police Authority has to comply with relevant legislative requirements contained in the Police Act 1996, the Local Government Acts 1999, 2000 and 2003, the Crime and Disorder Act 1998, the Police Reform Act 2002, the Police and Justice Act 2006 and any subsequent Regulations and Home Office guidelines.

Cleveland Police Authority follows the principles of The Good Governance Standard for Public Services (2004) and the CIPFA/SOLACE Good Governance in Local Government Framework (2007) - as adjusted for use by police authorities - within its own Code of Corporate Governance.

CONSULTATION

- The Police Authority has to make arrangements to obtain the views of local people about policing in its area.
- The Police Authority has to seek the cooperation of local people in preventing crime and disorder.

EFFICIENCY, EFFECTIVENESS AND STRATEGIC PLANNING

- To agree with the Force a vision for policing and strategic priorities.
- To ensure that all areas have an efficient and effective police service.
- To hold the chief officer of police to account for the exercise of his functions, including those delivered by persons under his direction and control.
- To make arrangements to secure continuous improvements in the way in which services are provided, having regard to a combination of economy, efficiency and effectiveness.

- To ensure that effective risk management underpins the strategic and operational activities of both police authority and force.

EQUALITY AND DIVERSITY

- To promote equality and diversity in our service provision so that all sections of our community have access to policing services and a say in the way that the police service is provided.
- To apply the principles of diversity and equality in the way that we recruit and develop staff, and in the way that the Authority influences the police service's human resources strategies and policies.

3. DETAILED SERVICE PROGRAMME 2008-2011 (last updated October 2009 by Norman Wright)

Service Category And Reference	APA Assessment Cat.(1)	Project/Workstream Key Actions	Key Deliverables	Priority	Progress (* Black ongoing) (* Blue complete)	Lead Member/ Officer
Strategy and Policy PA1	L2/C3	<u>PA1 Partnerships</u> Create greater strategic alignment between Police Authority and partners. CPA should ensure that it establishes effective representation on the CDRPs and Children's Trust Boards to enable it to exercise the appropriate level of influence over partners' strategies and the formulation of the relevant sections of Local Area Agreements. CPA should strive to achieve representation on all 4 LSPs and the LCJB in order to complement its strategic remit for policing.	*As a minimum, representation on CDRPs and Children's Boards, with strategic input. * Ideally also to be represented on the LSPs and LCJB. * Work with the Force to produce strategies and plans that are aligned and cross referenced with those of partners. *Create a partnership strategy. (Latest reference Action Plan as part of PURE Auditor Feedback Report 2008).	M	*Representation position as from August 2008. CPA represented on all 4 CDRPs and Children's Trust Boards. *CPA has no LCJB representative and is represented on Hartlepool LSP only. * Once the Policing Plan is agreed copies are forwarded to the 4 CDRPs to enable them to take full account of policing priorities when formulating their annual plans and strategies. *A Code of Practice for Partnership Working and a partnership strategy are being developed by CPA officers.	Chair Operational Policing Panel and ACC.
Strategy and Policy	L1/3	<u>PA2 Governance/Business Planning</u> Promote closer understanding of governance relationships between the Force and the Police Authority. Strengthen links between financial planning, business planning and performance management.	*More closely integrate the service and financial planning processes. More closely align the Police Authority Governance arrangements with revised force governance arrangements/ protocols.	M	* The force established a Governance Project in 2008. The Executive accepted recommendations for a continuous business review and planning process that feeds regularly into police authority briefings and papers. This covers budgets and policing priorities. There is a coordination of business and financial planning occurring in iterative stages, with Members being briefed on the formative stages of the Policing Plan and on the development of the LTFP. *P&OD Development Strategy 2008/11 aims to align the workforce planning process more closely with the business planning process, including recruitment, training and	Chair / Vice Chair, Chief Constable and Chief Executive

Service Category And Reference	APA Assessment Cat.(1)	Project/Workstream Key Actions	Key Deliverables	Priority	Progress (* Black ongoing) (* Blue complete)	Lead Member/ Officer
PA2			<p>*Within the context of the long-term funding position, produce a more extensive set of costed business options, including contingencies in the event of changes to funding.</p> <p>*Provide training in Code of Corporate Governance to Members and force managers.</p> <p>*Update Contract Standing Orders and promulgate to force managers.</p>		<p>succession issues.</p> <p>*Members/officers of the Authority participate in the Strategic Development Group, the Strategic Performance Group and the Resource Management Group. Force input to police authority away days.</p> <p>*This issue was considered at the police authority away days in August/September 2009. It will be further developed via the P&R panel.</p> <p>*Training provided for Members in January and February 2008. SUMs training o/s.</p> <p>*Revised Contract Standing Orders agreed and included within Code of Corporate Governance as revised March 2009.</p>	
PA3	L4/5/6	<p><u>PA3 Asset and Cost Management</u> Create an Asset Management Plan in line with the Corporate Policing Strategy. (Latest reference in Action Plan as part of PURE Auditor Feedback Report 2008). Improve cost management processes.</p>	<p>*Published an Asset Management Plan, incorporating a 3-year strategy.</p> <p>*In line with PURE best practice, bring forward plans to systematically review service unit and asset costs, outputs and outcomes in order to deliver enhanced value for money over time.</p>	M	<p>*Assets Management Plan produced in draft by Commissioning in 2008 and due to be submitted to Policy and Resources Panel for approval in 2009.</p> <p>* This issue is being considered as part of the planning process ahead of the police authority inspection in 2009/10.</p> <p>*Force is considering this issue in developing a new Efficiency and Productivity Strategy, a new Estates Strategy and within the Asset Management Plan.</p>	Chair Policy and Resources Panel, Chief Executive & ACO (F&C).

Service Category And Reference	APA Assessment Cat.(1)	Project/Workstream Key Actions	Key Deliverables	Priority	Progress (* Black ongoing) (* Blue complete)	Lead Member/ Officer
Strategy and Policy PA4	L5/6	<p>PA4 Risk Management Undertake strategic risk assessments as part of the PA planning processes. Embed risk management into CPA culture. Ensure that the force has effective risk management and business continuity plans in place</p>	<p>*Coordinate the production of a Corporate Risk Register and a CPA Risk Register that are reported to the Audit and Internal Control Panel.</p> <p>*Establish Force Governance Unit that incorporates risk management, business continuity planning and insurance planning.</p>	M	<p>* Revised risk register process developed 2009 alongside training in risk management for service unit managers. * Joint Risk Management Group meets regularly, commencing Sept 2009. Term of Reference based on this workstream. *Force and Authority Risk Registers presented to Audit and Internal Control Panel. *Members provided with risk management training in spring 2008 and spring 2009.</p> <p>*Team fully established October 2008 and a rolling programme of service unit reviews has commenced. Production of a comprehensive business continuity plan is underway and revised service unit risk registers should all be in place by April 2010.</p>	Chair Audit & Internal Control Panel & DCC.
Results PA5	P1	<p>PA5 Performance Issues PA should have more robust scrutiny of police performance, including statutory performance indicators and local targets.</p>	<p>*The quarterly performance reports to the Strategic Policing and Performance Panel should be enhanced to assist with scrutiny and oversight. For instance, more details on the achievement of targets and on the corrective and preventive actions being taken to achieve targets and to correct under-performance.</p> <p>*Performance reporting should be enhanced by including Quality of Service Commitment and citizen focus measures.</p>	H	<p>* From July 2007 the Quarterly reports to the Strategic Policing and Performance Panel include all PIs, with details of progress against targets. However, details of corrective and preventive actions are not fully developed to date. *DCC and Chair of Operational Policing Panel discussing a new "dashboard" of performance measures.</p> <p>* Requirements included within the outline schedule of reports for 2008/9 and 2009/10. First report to Panel January 2009, with focus on the new Policing Pledge. This has still to be developed during 2009/10.</p>	Chair operational Performance Panel and ACC (TO).

Service Category And Reference	APA Assessment Cat.(1)	Project/Workstream Key Actions	Key Deliverables	Priority	Progress (* Black ongoing) (* Blue complete)	Lead Member/ Officer
Strategy and Policy/ Resources PA7	P3	PA7 Estates Issues Complete the major modernisation of the police estate by sourcing a new police headquarters.	*Scope sale of the Ladgate Lane site to provide the resources necessary to fund a new police headquarters. *Scope and plan the requirements of a new police headquarters, providing a more effective and efficient policing service to the citizens of Cleveland. *Build a new police headquarters and relocate departments and staff.	M	* The Ladgate Lane site has been included for redevelopment in the council LDF. *The Ladgate Lane site was advertised for sale/development in March 2009. * Commissioning has commenced the planning for a new HQ facility. *professional advisors to be retained, as necessary. *Outstanding.	Chair, Chief Constable and Chief Executive.
Strategy and Policy/ Resources PA8	L2-5	Strategic Objectives CPA should have strategic objectives which are more explicit, detailing lead indicators of performance/success, in order to better focus resources and to facilitate the measurement of current performance against strategic objectives. (This requirement stemmed from the BVR of CPA 2007).	*CPA to formulate strategic objectives with targets and lead indicators of success. This should complement the Chief Constable's "Putting People First" vision and objectives.	M	* A draft set of strategic objectives has been developed and included within the developing business plan for Cleveland police authority. * See appendix a. to this report for initial draft of strategic objectives developed for the Service Improvement Plan in may 2009.	Chair and Chief Executive..

(1) APA Assessment Categories Referencing

This categorisation comes from the APA Self-Inspection Improvement Framework, with categories as follows:

<u>Community Engagement</u>	<u>Leadership and Strategy</u>	<u>Performance</u>
C1. Clear strategy for consultation	L1. PA added value initiatives.	P1. Scrutinise performance objectives and targets (“hard” measures).
C2. Raise public profile and create awareness.	L2. PA vision for policing.	P2. Scrutinise HR and support services and HMIC inspection process (“soft” measures)
C3. Effective collaboration with partners.	L3. PA shapes force leadership.	P3. Lead taken with improvement processes.
C4. Be representative of the communities we serve.	L4. 3-Year Strategy and Annual Plans.	
C5. Independent custody visiting.	L5. Aligning resources to priorities and targets.	
	L6. Processes to discharge statutory duties and financial stewardship.	
	L7. Utilising Members’ skills.	
	L8. Promoting Equality and Diversity.	
	L9. Promoting standards of behaviour and scrutinising complaints.	

(PA8) Cleveland Police Authority Draft Strategic Objectives May 2009

Strategic Objectives

The strategic objectives for Cleveland Police Authority have been identified as those which are important to support the Chief Constable’s Vision Statement, which is set out in the 2009-12 Local Policing Plan:

“By 2014 I want Cleveland Police to be a leading Force in delivering citizen focused neighbourhood policing. We will achieve this whilst at the same time protecting our communities from the threat of serious crime and terrorism and engaging with all our neighbourhoods in delivering the problem solving and partnerships they want. I will underpin this vision by continuing to invest in the development and skills of all our staff.” (Chief Constable)

Cleveland Police Authority shares an ambition with its partners to engender safe, healthy, inclusive and thriving communities, which we believe is supported by the Chief Constable’s Vision for policing.

To quantify the strategic objectives of Cleveland Police Authority, a “Balanced Scorecard” performance management framework has been developed. The strategic objectives have been subdivided into 5 business themes and each objective has its own performance drivers identified. The business themes are all linked. This starts with the delivery of our statutory requirements. The Authority has then to develop the knowledge and understanding necessary to effectively deliver its statutory objectives and its business strategy. This leads on to the creation of effective and efficient processes, which in turn deliver affordable policing services and satisfied citizens. This is illustrated in diagram 1 and table 1 below.

Diagram 1 Outline Balanced Scorecard for Cleveland Police Authority

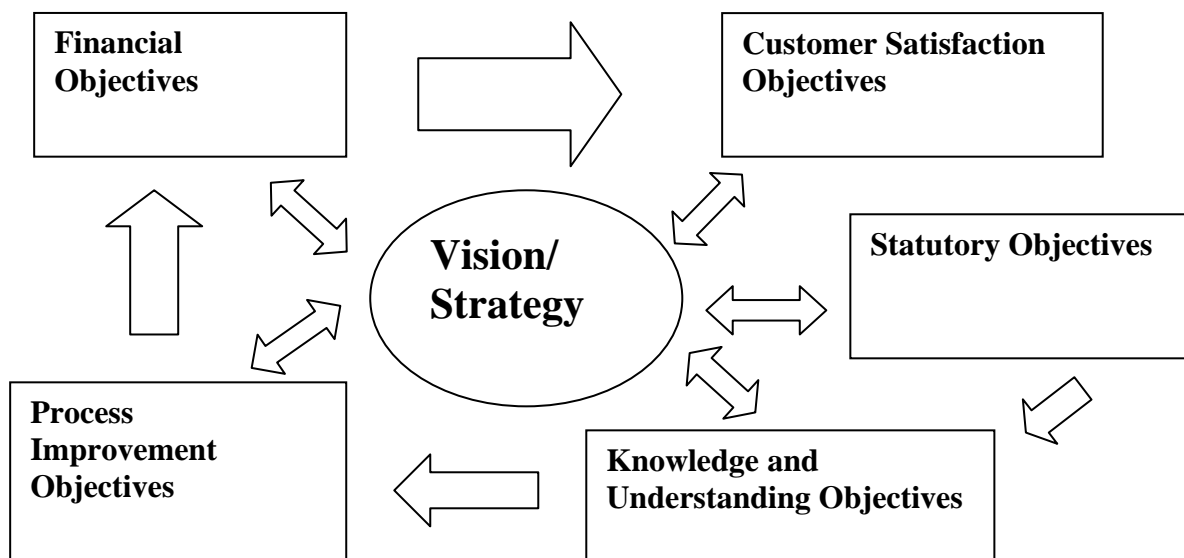


Table 1: Strategic Objectives

Objectives	Performance Driver
Statutory Requirements	
We will meet our statutory requirements.	<ol style="list-style-type: none"> 1. Follow the duties, principles and procedures detailed within the Code of Corporate Governance. 2. Assess compliance annually as part of the PURE and AGS process, reporting to the Audit and Internal Control Panel.
Knowledge and Understanding	
1. Improve the understanding of customer priorities for policing.	<ol style="list-style-type: none"> 1. Ensure that the new neighbourhood survey is embedded, with feedback analysed and promulgated. 2. Ensure that the various partnerships' consultation exercises, including neighbourhood policing priorities, are systematically reported back through the performance process.
2. Improve the skills of our workforce to deliver service improvements.	<ol style="list-style-type: none"> 1. Deliver effective workforce planning through future scanning and talent management. 2. Deliver management training in the methods available for service improvement, such as workforce modernisation and process reengineering. 3. Promulgate the strategic vision and objectives to all staff. 4. Review business costs and cost drivers to improve the overall knowledge of the whole-life, transactional and unit costs of key services.
3. Improve the understanding of present and future business risks.	<ol style="list-style-type: none"> 1. Further develop the Risk Registers to include delivery action plans and a focus on business continuity planning. 2. Enhanced environmental scanning processes and ensure that the information feeds into the business planning process. 3. Develop service and cost options analyses within the long-term business and financial planning processes. 4. Undertake systematic strategic reviews of major services and assets, including a consideration of collaboration and outsourcing.
Process Improvement	
1. Improve the effectiveness of business and financial planning.	<ol style="list-style-type: none"> 1. More fully integrate the business and financial planning processes, for instance, reporting on costed service options in light of future funding scenarios.
2. Improve the effectiveness and efficiency of service delivery processes.	<ol style="list-style-type: none"> 1. Systematically review the strategies, costs, outputs and outcomes of all business units. 2. Review the scope for partnership, collaboration and shared service provision, implementing these where

Objectives	Performance Driver
	<p>significant cost and service improvements can be expected.</p> <p>3. Move forward the business case for a new police HQ.</p>
<p>3. Improve the performance management process.</p>	<p>1. Adopt a Balanced Scorecard approach to performance management.</p> <p>2. Ensure that performance reports include details of both current and projected performance, with details of the necessary corrective and preventive measures.</p> <p>3. Extend performance reporting to include post implementation reviews for investments and service changes.</p>
Financial Performance	
<p>1. Provide an appropriate level of resource to the Chief Constable to enable delivery of his vision for policing in Cleveland.</p>	<p>1. Delivery of LTFP with deliverable income and savings identified to balance the cost pressures.</p> <p>2. Ensure that the long-term financial plan is fully integrated with the long-term business plan/strategies.</p>
<p>2. Deliver greater value for money in policing services.</p>	<p>1. Delivery of efficiency savings plan (APACS measure 12.1).</p> <p>2. Ensure that there are current strategies in place for business and financial planning, workforce planning, ICT and other assets.</p> <p>3. Ensure that major investment and procurement projects have detailed options appraisals related to strategic objectives.</p>
<p>3. Reduce the cost of service delivery without affecting the quality of outputs.</p>	<p>1. Systematic use of activity and cost data to improve the ratio between costs and outputs and to provide options for service improvements and efficiency savings. This may involve an analysis to promote the stretching and leveraging of assets.</p>
Customer Satisfaction	
<p>1. Deliver greater customer confidence and satisfaction with policing as measured by:-</p> <ul style="list-style-type: none"> • APACS 1.1 victims of crime satisfied with the service. • APACS 2.1 percentage of people who agree that police and local councils seek their views on crime and 	<ol style="list-style-type: none"> 1. Ensure the provision of an appropriately resourced neighbourhood policing service. 2. Ensure the further integration of neighbourhood management services with partners. 3. Over the long-term move more police officers from back office and support functions to frontline services. 4. Deliver enhanced public consultation with the new neighbourhood survey and via neighbourhood policing monthly meetings. 5. Ensure implementation of the Policing Pledge,

Objectives	Performance Driver
<p>ASB in their area.</p> <ul style="list-style-type: none"> • APACS 2.2 percentage of people who agree that police and local councils deal with crime and ASB priorities in their area. • APACS 2.3 percentage of public who think that police in their area do a good job. • APACS 4.1 percentage of people who perceive a high level of ASB in their area. • APACS 4.2 percentage of people who perceive a high level of drunk or rowdy behaviour in their area. • APACS 4.3 percentage of people who perceive drug use/dealing to be a problem in their area. 	<p>with particular reference to contact and feedback loops.</p> <p>6. Ensure improved communication of performance successes and service enhancements to the public and stakeholders, including a review of the communications strategy.</p>