

**To:** Cambridgeshire Police Authority

**From:** Acting Chief Executive

**Date:** 29<sup>th</sup> June 2010

## **REFRESH OF THE POLICE AUTHORITY'S ORGANISATIONAL DEVELOPMENT PLAN**

### **1. Introduction**

1.1 This report sets out the Police Authority Executive's approach to the refreshing of the Police Authority's Organisational Development (OD) Plan and preparing for inspection.

### **2. Background**

2.1 In 2009 the Police Authority used an external resource to undertake a Police Authority self assessment and draft the Police Authority's OD plan.

2.2 This OD Plan was endorsed by the September 2009 Full Police Authority and a RAGed (red/amber/green) action plan was presented to the December 2009 Scrutiny & Audit Committee. Good progress has been made with the implementation of the OD Plan and it is now time it was refreshed.

2.3 It remains likely that the Police Authority will be inspected in December 2010. Latest information from the APA is that inspections will be refocused on VFM. The refresh of the OD Plan must therefore be undertaken in such a way as to facilitate the inspection process.

2.4 Regardless of whether the inspection actually happens, the OD Plan process should improve the way the Authority works and its effectiveness.

### **3. The OD Plan Refresh**

3.1 The OD Plan is divided into five sections: strategy, performance, engagement, partnership and VFM. Each has a Police Authority Executive and Member lead. It is proposed that in the first instance these leads refresh the self assessment and their relevant sections. This refresh will be sense checked either informally or formally by members of the relevant committees.

3.2 All sections can be brought together for the 30<sup>th</sup> September Police Authority.

3.3 It is proposed, building on the current structure of the OD Plan, that each of the 5 sections in the refreshed Plan will contain the following headings.

- i. Vision for the future
- ii. HMIC themes
- iii. Position in 2009
- iv. Position in 2010
- v. Objectives for 2010/11
- vi. Longer-term objectives (Years 3 and 4)

3.4 Section 1 of the OD Plan – Strategy - has already been refreshed with input from leading members and is attached.

#### 4. Linkage with preparation for inspection

4.1 If the Police Authority is inspected in December 2010, documentation is likely to be called for in September. The above process and time scale mean that the existing OD plan can be provided, together with an update of each section. The process of collecting evidence for the inspection can be combined with updating our own OD plan.

#### 5. Recommendation

5.1 The Authority is asked to endorse the arrangements set out above.

#### BIBLIOGRAPHY

| Source Document (s)                         | Contact Officer   | Location   |
|---|---|--|
| OD Plan, Police Authority Agenda Sept 2009. | John Hummersone<br>Acting Chief Executive<br>(01480) 425995<br>07795 422740<br><br><a href="mailto:john@hummersoneconsulting.co.uk">john@hummersoneconsulting.co.uk</a> | Authority Executive Office<br>Cambridgeshire<br>Constabulary<br>Hinchingsbrooke Park,<br>Huntingdon, Cambs,<br>PE29 6NP. |

Originating Officer .....Dorothy Gregson/John Hummersone .....

Is it considered that this report contains 'exempt information' and should be considered in private? No

If the answer is "YES", please state the nature of the exempt information **and the relevant clause(s)** in Part 1 of revised Schedule 12A to the Local Government Act 1972.

.....  
The attached report has been cleared with the undermentioned Officers: (delete as appropriate)

Chief Executive and Treasurer

Others .....

Submitted on .....16 June 2010.....

A report will not be sent to the Authority unless this box has been satisfactorily completed and all necessary consultation carried out - the responsibility for which rests with the originator (except for consultation with the Chairman and this will be undertaken by the Chief Executive).

**SECTION 1.           SETTING STRATEGIC DIRECTION AND PRIORITIES**  
**MEMBER LEAD:     RUTH ROGERS**  
**EXECUTIVE LEAD:  DOROTHY GREGSON**

**1.1     Vision for the future**

- 1.1.1 Public sector bodies have a shared understanding across Cambridgeshire and across Peterborough of the needs of the areas, the services provided, total levels of public spending and the outcomes achieved. The Authority and the Constabulary are at the heart of the provision of public services and the Cambridgeshire Local Policing Plan is the roadmap to ensure efficient and effective service delivery.
- 1.1.2 The Police Authority has a key role, working with the Constabulary on the development of the Policing Plan, and ensures that the priorities reflect local concerns/needs and embrace long term as well as shorter term challenges. The needs of vulnerable groups are built into the plans.
- 1.1.3 Resources are allocated to agreed priorities to ensure value for money and improved outcomes for the population as set out in the Policing Plan. Progress is monitored.
- 1.1.4 Priorities identified at Neighbourhood Panels influence the Policing Plan priorities and ultimately influence the targets in the Local Area Agreements (LAAs).
- 1.1.5 The Police Authority has the skills and capacity to play its part in the delivery of this agenda and is the public face of governance for the Constabulary, thereby contributing to public confidence.

**1.2     HMIC theme**

**How does the Authority ensure that both it and the Constabulary have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?**

- 1.2.1 The forthcoming inspection will require the Police Authority to demonstrate that it:
- sets clear and ambitious priorities for policing in its area;
  - plans effectively for longer term strategic challenges at local, regional and national levels;
  - ensures that the Constabulary is well led and has the capacity to make effective senior officer appointments;
  - tackles inequality and improves outcomes for people in vulnerable circumstances;
  - directs resources and is properly skilled to discharge its governance responsibilities, and
  - ensures high professional and ethical standards are set for itself and the Constabulary.

### **1.3 Position in 2009**

- 1.3.1 The Police Authority is involved in the development of the Policing Plan and has a Member-led working group with the Constabulary lead along with high level executive meetings throughout the year.
- 1.3.2 This Member group has historically met after the strategic priorities have been set elsewhere by the Constabulary. The Police Authority role is still largely reactive rather than proactive with too much focus on detail rather than on strategic priorities and content.
- 1.3.3 Policing Plan priorities are well known but should drive the budget setting/ business planning more transparently.
- 1.3.4 The Finance and Resources Committee currently oversees the production of the Policing Plan and also takes the overview of the business planning cycle.
- 1.3.5 Members of the Finance and Resources Committee and the Scrutiny and Audit Committee are segregated to ensure that priority setting and monitoring of achievement remain independent of each other.
- 1.3.6 The public views could be gathered in a more systematic way.
- 1.3.7 Police Authority input to the LAA development could be improved.
- 1.3.8 Public consultation on draft priorities for the Policing Plan can be improved.
- 1.3.9 The informal and open dialogue between the Police Authority and ACPO is helpful and should be maintained and increased. Areas about which Police Authority Members want to have more informal discussion include Finance, HR and Learning and Development.
- 1.3.10 A budget is in place for Member and Executive development, Personal Development Review (PDR) processes are in place and a Members' skills audit has been undertaken. However, development needs to support Members to embrace a more strategic role e.g. by developing scrutiny, chairing and leadership skills as well as an appropriate understanding of policing issues.
- 1.3.11 Members need to be supported to have a clearer understanding of their role and responsibilities including as committee chairs, partnership representatives and Constabulary business area leads.
- 1.3.12 The Executive Team's focus is currently to ensure that the processes of the Police Authority run smoothly. There needs to be more focus on outcomes in the future.
- 1.3.13 The APA self-assessment provides assurance that the Police Authority itself complies with statutory functions such as responding to complaints, FOI/data protection and health and safety.
- 1.3.14 The Police Authority has defined standards of conduct and personal behaviour expected of Members and staff which are communicated and enforced.

## **1.4 Position in 2010**

### **1.4.1 *Setting priorities and strategic planning***

- An OD plan and action plan has been implemented and driven continual improvement in the work of the Authority
- The Police Authority had earlier input into Policing Plan priorities via the Strategic Assessment and, through the Policing Plan Working Group. The PA initiated the integration of the Constabulary's Confidence Strategy with the Policing Plan
- The PA ensured additional trajectories were included in the Policing Plan above and beyond the LAA outcomes.
- A new Estate Strategy has been approved and the PA and Constabulary have worked flexibly within this framework to respond to the changing environment, as shown by the response to the difficulty in finding suitable land for the new Southern BCU.
- A Cambridgeshire IT strategy is in place and the PA is now working through the Joint Statutory Committee to ensure efficient, effective and sustainable regional IT collaboration.
- The Police Authority has supported local Total Place initiatives, supporting the Constabulary to lead on two Making Cambridgeshire Count initiatives
- Significant work has been undertaken to develop a more pro-active approach to collaboration with development of a new Section 23 Agreement for Serious and Organised Crime.
- Police Authority Members are fully integrated into Peterborough's and Cambridgeshire's Partnership structures.

### **1.4.2 *Ensuring the Constabulary is well led***

- The open and transparent process to recruit the new Chief Constable was informed by an assessment of the organisations needs and involved key internal and external stakeholders.
- Informal and open dialogue between the Police Authority and ACPO has been strengthened through two Away Days and regular informal discussions.
- Increasing numbers of Members have an effective overview of elements of Constabulary business
- Police Authority performance monitoring processes have been developed which add value to the Constabulary's performance management processes – see separate section.
- Key successes in 2009/10 include:
  - Reduction in serious acquisitive crime.
  - Improvement in the management of sexual assault
  - Increased levels of satisfaction
  - Improved management of capital schemes
  - Central recognition of the impact of migration of the County
  - Safer and Stronger LAA targets in Peterborough are on course to be achieved
  - Recognition of Police Authority leadership in the Policing Pledge re-inspection.
  - Strong Police Authority monitoring of the improvements in Custody provision.

#### **1.4.3 Tackles inequality and improves outcomes for people in vulnerable circumstances;**

- The views of communities have clearly influenced the Policing Plan with the addition of the People's Priority.
- The Policing Plan has objectives to improve equality embedded through out it.
- Local surveys provide timely information on confidence and have been used to gathered information on priorities.
- A joint Constabulary and Police Authority Involvement and Engagement Action plan is now in place – see separate section.
- The PA has integrated Human Rights within its equality and diversity policy and implemented an action plan to ensure progress and more systematic performance monitoring of this agenda within the Constabulary.
- Custody visiting has been aligned with engagement and work continues to explore whether volunteers can be used to monitor other areas of Constabulary business, e.g. stop and search.

#### **1.4.4 Directs resources and discharge its governance responsibilities**

- A new Scrutiny Committee and a new Governance and Audit Committee have been launched to increase PA capacity to systematically monitor delivery of the Policing Plan and governance of the organisation. Some overlap in Membership between these new committees and the Finance and Resource Committee has been introduced to enable more members to have an overview of the business planning processes within the Authority.
- Agenda setting meetings involving committee chairs, the PA Executive, and the Constabulary have promoted a better shared understanding of all those involved as to why Reports have been called and the outcome which is hoped to be achieved.
- New processes have been put in place to strengthen the Authority's overview of health & safety, partnership, equality and diversity and human rights.
- A budget is in place for Member and Executive development, Personal Development Review (PDR) processes are in place and a Members' skills audit has been undertaken. These are now supported by 360° assessments for chairs of panels and committees.
- Bespoke training and briefing has been provided prior to committee and panel meetings to enhance members understanding of topics.
- A new member induction programme has been put in place and evaluation was positive.
- The Terms of Reference of committees and the Scheme of Delegation have been reviewed. As a consequence the time spent by members in committees and panels will reduce allowing additional time for lead roles and work with partnerships.
- All internal audit and external audits found adequate or substantial controls assurance.
- Efficiency is now embedded in the Terms of Reference of the Finance and Resource Committee with a focus on cash releasing savings.

#### **1.4.5 Ensures high professional and ethical standards**

- The Ethical Standards Committee has introduced a process of learning from concerns.
- The Professional Standards and Human Resource and Training Panel have been integrated to ensure a more holistic view of workforce issues.
- Trends in Direction and Control complaints are monitored to reassure the Authority, and hence the public, that the Force provides an adequate response on matters raised.

### **1.5 Objectives for 2010/11**

#### **1.5.1 Setting priorities and strategic planning**

- Continued development of the Policing Plan as the core document setting policing, financial, partnership, workforce, collaboration and engagement priorities.
- Ensuring the Policing Plan sets out how resources will be focused on priorities and cash releasing savings identified.
- Ensuring the public understand the financial and other challenges faced by the Police Authority and Constabulary and are involved in developing the plans which are put in place to respond to these.
- Work across partners and partnerships to better understand how governance processes across the Police Authority, CDRPs, CCJB and LA Crime and Disorder scrutiny arrangements add value to each other.

#### **1.5.2 Ensuring the Constabulary is well led**

- Recruitment and induction of Chief Constable.
- Continue to refine performance monitoring systems, ensuring these add value to but do not duplicate the performance management work of the Constabulary. Priorities are the creation of more systematic and streamlined processes to performance monitor:-
  - Human resource issues
  - Equality, diversity and human rights.
  - Efficiency and Value for Money
- Continue to develop agenda setting mechanisms ensuring the reason for reports is understood by all parties and reports contribute effectively to governance or business planning.

#### **1.5.3 Tackles inequality and improves outcomes for people in vulnerable circumstances;**

- Increase the influence of public involvement on the work of the Authority and Constabulary with increased public understanding of the role of the PA in governance, value for money and strategy.
- Improved working with partners on proposed cross agency priorities which are informed by the views of communities including vulnerable groups.
- Specific work to understand and ensure an appropriate response to the gap in performance between Peterborough BCU and its most similar BCU family.

- Effective engagement with Making Cambridgeshire Count project to reduce inequalities and better understand the effectiveness of spending in areas of high need, e.g. the Arbury (Cambridge) project.

#### **1.5.4 Directs resources and discharge its governance responsibilities**

- Development of the PA's risk register and risk management processes, moving the organisation from a risk managed to a risk enabled organisation and ensuring an appropriate risk appetite.
- Provide additional bespoke Member development with clear focus on priority strategic issues.
- Ensure the Police Authority has a clear strategy for driving efficiency through collaboration with organisations within and outside Cambridgeshire.
- Prepare for Police Authority Inspection.

### **1.6 Longer Term – Years 3 and 4**

1.6.1 Collaboration and Partnership is used to maximise VFM and the responsiveness of public services with:

- a. Aligned needs assessment processes, e.g. Health and Social Care's Joint Strategic Needs Assessment process and the Constabulary's Strategic Assessment.
- b. Shared engagement processes with the community defining cross-agency priorities.
- c. Joint understanding of finances of all agencies with pooled budgets where this increases VFM
- d. Aligned performance monitoring of shared targets including cross-agency community owned outcomes.