

draft

Hertfordshire Police Authority

Business Plan 2010-2013

Version 1.05 (10/03/10)

Hertfordshire Police Authority

Hertfordshire Constabulary

Our Vision

To secure Safety, Justice and Reassurance for all

Our Values

Working with our communities and partners, we will...

Act with integrity

Treat each person fairly, with dignity and respect

Maintain excellent performance

Promote team working

Take personal responsibility

Respect diversity and value everyone's contribution

Use resources responsibly

Our Purpose

The key responsibilities of the Police Authority are to:

- **Ensure Hertfordshire has an effective and efficient police service – set the budget, policing priorities and target measures**
- **Make sure the police service meets the needs of all our communities and have regard to the views of the public**
- **Hold the Chief Constable to account for police performance**
- **Appoint and, if necessary, dismiss all Chief Officers**
- **Oversee the way complaints against the police are managed and monitor the welfare of people held in custody**

Working with our communities and partners, the Constabulary will ...

- **Drive down crime and anti-social behaviour**
- **Relentlessly pursue criminals and bring them to justice**
- **Listen to and put people at the heart of what we do**
- **Help people be safer and feel safer**
- **Deliver professional, caring and responsive services to victims**
- **Inspire trust and confidence in local policing**

'Safety, Justice and Reassurance'

1. OVERVIEW AND GOALS

- 1.1. Hertfordshire Police Authority recognises that it has oversight of a high performing force. The recent Police Report Card assessment of the Constabulary rates Hertfordshire as one of the best performing forces in the country. The Authority's main intention is to ensure that this high performance is sustained and therefore all the actions agreed by the Authority are for this purpose.
- 1.2. Although only average in size, we believe that the force delivers good performance comparable with many larger forces that have the natural advantage of economies of scale. However, we are also conscious that the years ahead are likely to prove the most challenging for maintaining excellent policing in the county of Hertfordshire.
- 1.3. Although performance is generally good, the Authority will continue to closely scrutinise those areas where the general high standards are not being delivered. For the forthcoming year, this will mean a particular focus on policing pledge engagement and delivery and the use of overtime within the force.
- 1.4. The direction we set for the Force aims to achieve good performance across all aspects of policing rather than national leaders in any particular aspect of policing. However, when this is recognised, such as in the recent Citizen Focus HMIC report, it is an obvious satisfaction. Maintaining good performance across all business areas is a real challenge for an average size force such as Hertfordshire and requires prioritisation of resources. For example, in recent years, the Constabulary has been exceeding its targets for the majority of its public contact work. This has provided the Authority and the Chief Constable with the opportunity to transfer some resources into developing areas such as Protecting Vulnerable People.
- 1.5. We expect the available finances to run the force over the next few years will reduce. This will mean that efficiencies will need to be made to maintain policing standards. Many of these efficiencies will be achieved by the force doing things better and differently. However, the Authority has a clear role to play in considering options and proposals for how savings can be made whilst maintaining, if not improving, police performance. The Authority accepts that an excellent level of savings has been delivered over the last few years and thus the capacity to produce further savings may be restricted.
- 1.6. The Authority believes that an effective police service must be responsive to the needs of the public. For this reason, the Authority will be placing greater emphasis on seeking the views of the public and acting upon them. Effective delivery of the Policing Pledge is central to this ambition and the Authority will maintain its commitment in this area seeking improvements in Constabulary performance.

2. POLICE AUTHORITY DELIVERY STRUCTURE

- 2.1. The Police Authority undertook a major review of its internal structure in the summer of 2008. The result was a move from doing a significant amount of its business in working groups to a structure where the Authority now conducts the majority of its business in public, through a slimmed down structure of formal committees. There was also a rationalisation of the number of members sitting on most committees. The aim of this overhaul was to provide improved public accountability and a greater focus on the Authority's key business and to free up member time.
- 2.2. The conscious decision to become less involved with force operational boards to provide a greater emphasis on driving strategic direction has worked well in most areas. The consistency of the policing plan over the past three years was a deliberate decision taken by the Authority. Continuous improvement across the board in service delivery has shown that there is no need to constantly tinker with targets. This approach has enabled the Authority to focus on the Constabulary's delivery of the key priority areas that scrutiny and public engagement has highlighted. It has also allowed the Constabulary to plan for successful delivery over a longer time frame and that has paid dividends evidenced by the current levels of performance.
- 2.3. The Authority is now almost two years on from those changes and some further review is now being considered in light of experience. In particular, the Authority is currently reviewing the way in which it oversees complaints and service recovery. It is likely to establish a small sub-committee for the Community Engagement Committee to ensure a greater strategic focus on these issues.

3. COMMUNITY ENGAGEMENT

- 3.1. Community engagement falls into two main areas – engagement with the public and engagement with partners.
- 3.2. The Authority's engagement with partners is largely undertaken through our work with Community Safety Partnerships (CSPs) and a number of countywide partnerships. The Authority has, for many years, appointed local Police Authority Lead (PAL) members to act as local 'champions' and to represent the Authority on each of the 10 CSPs. The work that PALs contribute to CSPs is probably the largest single member commitment outside the Authority's own committees. PALs seek to ensure that local priorities and targets are aligned with the Policing Plan and that the Constabulary is delivering the services needed by local communities. This work provides essential feedback for the review and creation of the Policing Plan on an annual basis.
- 3.3. PALs have considerable influence through the CSP structure and through their membership of the Local Strategic Partnerships. Together they make up the membership of the Community Engagement Committee, enabling

effective feedback and the sharing of best practice. The Authority will maintain their commitment to this important area of partnership working.

- 3.4. The Authority is also represented on all the major community safety and LAA partnerships at a county level, including membership of the Chair on the Herts Forward Core Group. The Chair also sits on the Herts Leadership Group.
- 3.5. The Policing Plan for 2010-2013 is based on the direct feedback that the Authority has received from the public. This feedback comes through public meetings, general and specific surveys as well as from the use of statistical information regarding calls to the police from the public. Using this variety of sources, the Authority can build up a picture of the issues that most concern our public and feed it into their judgements.
- 3.6. The Authority is just finalising a Joint Communications and Engagement strategy with the Constabulary. This strategy will allow for effective use of limited resources to ensure that the public voice remains at the heart of policing in the county.
- 3.7. In addition, the Authority will continue to play an active role in both the Operational and Strategic Public Engagement Partnership. The PEP brings together the engagement leads from a wide range of local agencies, including all county, district and borough councils, Health, Police, Probation, Crown Prosecution Service and Criminal Justice Board, and has resulted in a range of joint initiatives, including the Place and Safer and Stronger Communities Surveys.
- 3.8. For the second year, the Authority will produce a special public version of the policing plan that will be distributed to libraries and other public buildings and is also used at public events. Together with the full stakeholder version of the Plan, it will also be made available on the Authority's website. A staff version of the policing plan will also be produced and distributed to all staff.
- 3.9. The revamped Police Authority website now allows users to access key information more easily. The site contains information about our work including papers for all meetings. The site also has independent information about the performance of the Constabulary, together with direct links to the national crime mapping site. Following an extensive public consultation of policing priorities and budget, the Authority now has an e-mail contact list of over a 1,000 residents that will be used for further consultation and information sharing and has already enabled feedback from our budget survey to be provided.
- 3.10. As mentioned previously, the Authority is intending to increase its efforts on matters related to complaints and service recovery. A sub-committee of the Community Engagement Committee will be established to look at public concerns about policing. Its particular focus will be where the public make contact with the police about shortfalls in service (commonly called direction and control complaints). The committee will monitor these complaints and

assess how effectively the force is responding to these issues. The committee will also have oversight of conduct complaints as part of the Authority's statutory responsibility as well as ensuring that the merged Professional Standards Department are performing well.

4. PERFORMANCE SCRUTINY

- 4.1. The Authority scrutinises all measures and targets in the Policing Plan through Scrutiny Committee. As well as monitoring these measures, Scrutiny looks at key issues that emerge during the year.
- 4.2. The Authority now runs a series of specific time-limited topic groups looking into specific areas of performance. A number of these have now reported and a new programme for 2010-11 will be agreed in the next few weeks.
- 4.3. The Operational Performance Management (OPM) meeting run by the Constabulary is the force's key gathering to discuss and plan action on all force performance issues. The Chair of Scrutiny Committee will continue to attend these meeting accompanied by other members and staff as appropriate. In doing so, the Authority will have immediate insight of emerging performance issues and the force action in hand to address them.

5. COLLABORATION

- 5.1. Hertfordshire Police Authority is one of the leading exponents of collaboration in the country. We are fully engaged with our preferred partnerships with Bedfordshire Police Authority.
- 5.2. At a regional level, Stuart Nagler is the Chair of the Joint Statutory Committee (JSC). In past year, Hertfordshire has led the development of regional structures for Serious and Organised Crime. These structures will be implemented in the next year and the Authority and the JSC will establish performance management structures to ensure that the benefits are realised.
- 5.3. The Authority will continue to explore collaboration across a range of business areas with the aim of improving policing for the county and providing better value for money.
- 5.4. Later in the year the Chief Constable has indicated that he will bring a business case regarding merger with Bedfordshire Police. The Police Authority has had some discussions on this matter but has agreed not to take a formal view until it has fully considered any presented business case. If the Authority was persuaded by the merits of any case, it would undertake extensive public and stakeholder consultation before coming to any final position on this important matter.

6. CHIEF OFFICER DEVELOPMENT AND SUCCESSION PLANNING

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- 6.1. The Authority has been fortunate to be able to extend the contact of Frank Whiteley, the Chief Constable until October 2012. This should provide continued leadership stability through the next few years, which we expect to be very demanding. The Chief Officer ranks below the Chief Constable are also very strong within Hertfordshire. However, the Authority is prepared for any unexpected losses and has secured a slot in the Senior Appointments Panel schedule if required.
- 6.2. The force is developing a number of candidates who have already proved their Chief Officer potential or appear close to doing so. The Authority will also wish to consider the size and structure of the Chief Officer team for the future.

7. AUDIT AND RISK

- 7.1. The Authority assesses its own risk register at every meeting of the Audit Committee. In addition, it is reviewed twice yearly at the Full Authority. For the coming year each risk will be allocated to one or more committee to ensure that the Committee Chair is able to take responsibility for the risk including its ongoing assessment. It will also be for the Committee Chairs to ensure that new risks are added to the register and then affectively managed.

8. FINANCIAL MANAGEMENT

- 8.1. It will be necessary to find between £15m and £25m of efficiency savings over the next four years. This is a very challenging task and one on which the Police Authority is resolutely focused. The Authority intends to develop a revised financial strategy after the General Election as it believes it will be necessary to have sight of the next Comprehensive Spending Review (CSR) as well as be clear about the future structure of the force with regard to collaboration and merger. All of these issues should be clearer by the end of this year. This will allow work to begin from the start of 2011 to construct a coherent financial strategy for the coming three to five years.

9. ESTATES STRATEGY

- 9.1. The Authority played a significant and active part in the development of its Public Access and Visibility Strategy (PAVS), taking a decision to sell its stock of police houses to provide initial funding for an ambitious review of its ageing estate portfolio. It is now overseeing the successful implementation of PAVS. In the past two years we have completed two major projects and a number of smaller developments. At Hatfield, we now have the only combined police station and remand court in the country. The station includes much improved public enquiry office facilities and a 40 cell custody unit, which is shared with the courts. Stevenage police station was significantly extended and refurbished to provide further improvements to custody and the opportunity to centralise many of the support services in the Eastern part of the county. We have also opened a new station in Hertford and a neighbourhood office in Ware. The result of all these changes is a significant expansion of custody facilities across the county.

- 9.2. The Police Authority is now reviewing its estates strategy for the future to take account of developing needs and the changing economic climate. Outstanding issues include custody quality and capacity in the Western part of the county. The sale of old stations and Hertford/Ware and Welwyn Garden City will be closely monitored. It is likely that any medium term estates strategy will need to be linked to a clearer view of the medium term funding picture for the Authority.

10. HUMAN RESOURCES

- 10.1. The Authority will continue to closely scrutinise HR matters. The successful implementation of the 2010 project will have significant staffing implications and will need to be effectively managed. The Authority will maintain its direct communication lines with the staff associations to ensure that it is fully informed on these and other matters.

11. INDEPENDENT CUSTODY VISITORS (ICVs)

- 11.1. Effective management of the ICV scheme is an essential role of the Police Authority. ICVs are the only direct regular scrutiny of detainees in custody in Hertfordshire. The effectiveness of the scheme has led to the generally high standards for custody in the county and a continued focus on those areas where problems persist.
- 11.2. The Police Authority has improved its support for the ICV scheme over the past year with consistent and regular training now being provided. In addition, all ICVs are provided with a comprehensive procedures manual, developed by the Authority.
- 11.3. The administrative systems have also been improved to ensure that issues can be more easily and quickly be collated and raised with the Constabulary. In addition, most reports are now circulated electronically which reduces delays and duplication.
- 11.4. The Authority will maintain its dedicated support for the scheme to ensure that current performance is maintained.

12. INSPECTION OF POLICE AUTHORITIES

- 12.1. The Police Authority will be inspected in June of 2010. It will ensure that it is prepared for inspection and is ready to present its actions in the best possible light. Members have been engaged in a process of self assessment of the Authority's performance, which in itself has already led to performance improvements.