



Devon & Cornwall
Police Authority

YourPoliceAuthority

Towards a top performing Police Authority

Police Authority Delivery Plan 2010-2013



Intentionally blank

	Raising public confidence		
	Intended outcomes		
Supporting arrangements <ul style="list-style-type: none"> • Improving Confidence Scrutiny Plan (to be developed) • Policing Pledge Scrutiny Plan 	<ul style="list-style-type: none"> • Develop a greater understanding of the drivers of and perceptions of Public Confidence and satisfaction in the Police in order to enhance the Police Authority contribution to the Government's single confidence target. • Identification of public requirements in relation to information about Police Authorities to increase public awareness of the Police Authority role. • Increased influence in Local Authorities by Elected Members of the Police Authority. • Greater information sharing and joint activity between the Police Authority and partner agencies to contribute to raising public confidence. • Enhanced direction and oversight in relation to improvements in policing performance. 		
Activities	Measure	Owner	Timescale for completion
<ul style="list-style-type: none"> • Engage with Home Office, NPJA, APA and others to further develop Police Authority understanding of public confidence drivers. • Review formal arrangements for scrutiny of public confidence improvement activity to ensure increased Police Authority focus. 	<ul style="list-style-type: none"> • Balanced scorecard approach to public confidence developed to measure Police Authority activity. • Establish a new Public Confidence and Local Policing Committee with dedicated strands of activity led by Police Authority Members as appropriate in Working Groups e.g. Anti Social Behaviour, Communications and Marketing, Public Confidence, Partnership Activity • Regular reports to full Police Authority 	<ul style="list-style-type: none"> • Public Confidence & Local Policing committee/ Supporting Staff • Police Authority Members • Public Confidence & Local Policing Committee 	<ul style="list-style-type: none"> • In place by September 2010 • By September 2010 • Every third Police Authority Meeting and as required

<ul style="list-style-type: none"> • Develop a Police Authority Improving Confidence Scrutiny Plan. • Establish stretching improvement targets for the Force and demonstrably holding the Chief Constable to account. • Engage with partners to encourage increased public confidence of public sector bodies in relation to policing and community safety. • Improve the way in which the Police Authority scrutinises policing performance. • Develop enhanced performance scrutiny arrangements across all areas of Police Authority activity in 	<ul style="list-style-type: none"> • Improving Confidence Scrutiny Plan completed • Targets agreed. • Progress on targets subject to ongoing review by Police Authority Members at new committee and working groups. • Chief Constable's Report to full Police Authority more focussed on improvement activity. • Police Authority representation at Local Strategic Partnerships (LSP), Community Safety Partnerships (formerly CDRPs) and appropriate forums seeking to influence. • Integrated planning for delivery of shared outcomes agreed between Police Authority and partners. • Increased constructive challenge to Force on performance issues. • Extent of take up by Police Authority of performance training. • Performance oversight and scrutiny occurring at all Police Authority Committees alongside risk management, equality & diversity and value for money 	<ul style="list-style-type: none"> • Public Confidence & Local Policing Committee/ Supporting Officer • Full Police Authority Committee/Supporting Staff • Chief Executive/Chief Constable • All Police Authority Members • Public Confidence & Local Policing Committee • All Police Authority Members/Police Authority Support Officer • Chairs of all Committees/Support Officers 	<ul style="list-style-type: none"> • By September 2010 • By September 2010 • Ongoing 2010-2013 • July 2010 and ongoing • Ongoing 2010-2013 • By July 2010 and ongoing
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<p>relation to itself as an organisation in its own right, and the Constabulary.</p> <ul style="list-style-type: none"> • Risk Management is enhanced and driving performance. • Raise the profile of and monitor the outcomes of Professional Standards activity; within the context of scrutinising overall standards of investigating complaints and misconduct whilst learning organisational lessons from past mistakes. 	<p>considerations.</p> <ul style="list-style-type: none"> • Reports to full Police Authority, co-ordinated by new 'Strategic Planning and Oversight Group' and with Quality Assurance input from Corporate Governance Committee. • Risk management software introduced. • Risk register regularly reviewed and updated • Establish a new Professional Standards Committee • Regular reports to Corporate Governance Committee and on to full Police Authority as necessary • Robust Dip Sampling procedures adopted • Increased satisfactory local resolution • Organisational lessons learnt 	<ul style="list-style-type: none"> • Head of Internal Audit • Chief Executive/Policy Officers • Police Authority Members • Members of Professional Standards Committee • Assistant Chief Executive • Assistant Chief Executive • Assistant Chief Executive/Force performance lead 	<ul style="list-style-type: none"> • Ongoing 2010-2013 • Summer 2010 • 2010-2013 • By September 2010 • Ongoing 2010-2013 • By November 2010 • March 2011 • Ongoing 2010-2013
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	Improving police performance		
	Intended outcomes		
Supporting arrangements <ul style="list-style-type: none"> • South West Police Authority Joint Committee (SWPAJC) Terms of Reference and Business Plan • SWPAJC Policing Plan • SW Serious Organised Crime Business Model • Protective Services Strategy (to be developed) • Protecting Vulnerable People Strategy 	<ul style="list-style-type: none"> • An increased emphasis on collaboration and joint working between Police Authorities and in relation to the working between Police Forces and with other public sector partners, in order to achieve consistent and improving policing services and realise identified benefits, particularly across the South West Region. • A clearly articulated and enhanced scrutiny role for the Police Authority in relation to Protective Services. • Demonstrable leadership and strategic oversight in relation to the longer term (3-5 year) Force modernisation and change management programmes, currently referred to as Blueprint, 2012 Programme and Role Evaluation and Grading Exercise. • Effective engagement based on evidence of how the planned changes to policing services will make a difference at local level and how the Police Authority influences decision making in response to public views across the Police Authority area. 		
Activities	Measure	Owner	Timescale for completion
<ul style="list-style-type: none"> • Provide strategic leadership in order to develop the arrangements evolving under the auspices of the SWPAJC for increased Regional Collaboration by Police Authorities and Forces. 	<ul style="list-style-type: none"> • Continue to Chair the SWPAJC according to agreed Terms of Reference in pursuit of opportunities to collaborate. • Devon and Cornwall continue to provide Executive Officer and regional secretariat services. • Ensuring that appropriate arrangements are in place to deliver strong regional leadership to drive the delivery of the wide-ranging Regional Collaboration Programme. • Regional/Joint Standards Committee established across the South West. 	<ul style="list-style-type: none"> • Devon and Cornwall Police Authority Chair • Devon and Cornwall Police Authority Chief Executive and supporting Officer • Devon and Cornwall Police Authority • Devon and Cornwall Police Authority Chair/Chief Executive/Members of the 	<ul style="list-style-type: none"> • Ongoing 2010-11 • December 2010 • March 2011

<ul style="list-style-type: none"> Develop formal arrangements for effective governance of Protective Services. 	<ul style="list-style-type: none"> Regional internal Audit Service options explored and available. Regional Learning and Development capability for Members of Police Authorities and staff teams e.g. Regional Conference on Protective Services, 'Can you Manage it?' performance management courses available on a regional basis by the National Policing Improvement Agency (NPIA). Demonstrable increase in collaborative working and achievements between Police Authorities. Protective Services Committee established and reports submitted to the Authority. Increased understanding by all Police Authority Members of the 10 strands of work progressed by the Force in relation to Protective Services. Police Authority Seminar to include interactive session on Protective Services. Police Authority representative on Force CONTEST (Counter Terrorism Strategy) groups Awareness of links between the Force, Counter Terrorism Unit and ACPO. 	<p>Standards Committee</p> <ul style="list-style-type: none"> Devon and Cornwall Police Authority Head of Internal Audit Chief Executive Members of Protective Services Committee and Support Officers <ul style="list-style-type: none"> Police Authority Members Chief Executive/Deputy Chief Constable of Police and Supporting Officer Chief Executive Chair of Protective Services Committee Police lead/Police Authority Supporting Officer Police Authority 	<ul style="list-style-type: none"> Ongoing 2010-13 Summer 2010 Ongoing 2010-11 2010-13 September 2010 December 2010 July 2010 September 2010 December 2010 March 2011
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<ul style="list-style-type: none"> Meet the requirements placed on the Police Authority to safeguard, protect and promise the well-being of children and young people as defined by the Children Act 2004 and in accordance with the Police Authorities Protecting Vulnerable People Strategy. Review arrangements for effective governance arrangements of the Force Blueprint; 2012 Change Programme and Role Evaluation and Grading 	<ul style="list-style-type: none"> Illustrate the contribution of Protective Services in making local communities safer and more confident by developing a section on the Police Authority website Compliance with statutory requirements. Appropriate partnerships are supported and monitored e.g. Children's Trusts/Safeguarding Boards. Decision making and Police Service delivery reflects the needs of children, young people and vulnerable adults Dedicated Member arrangements in place for: <ul style="list-style-type: none"> Blueprint (5 year plan for re-shaping policing services and workforce modernisation) 2012 Procurement Processes and Programme Management Role Evaluation & Grading Exercise (REG), co-ordinated by a new Committee (see below) Business Improvement and Development Committee established with regular reports to full Police Authority. 	<p>Supporting Officer/Force Website Team</p> <ul style="list-style-type: none"> Police Authority Member lead for Protecting Vulnerable People/Supporting Officer Members of Protecting Vulnerable People Group Police Authority Member lead for Protecting Vulnerable People/Supporting Officer/Force Performance Lead Chair and Chief Executive Police Authority Members 	<ul style="list-style-type: none"> September 2010 Ongoing 2010-13 Ongoing 2010-13 July 2010 By September 2010
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	<ul style="list-style-type: none"> • Risk management processes which drive performance, continuous improvement and delivery against stated benefits and requirements. • Independent 'Expert' Advisors in place to provide reassurance to Police Authority on business progress and cultural change. • Independent reports for Police Authority on well managed, fully costed plans which represent value for money. • Police Authority Members involved in appropriate strategic police forums. 	<ul style="list-style-type: none"> • Corporate Governance Committee/Chief Executive/Supporting Officer/Internal Audit for quality assurance • Chair of Business Improvement and Development Committee/Member of Corporate Governance Committee/Chief Executive • Independent Advisors to Police Authority on Role Evaluation & Grading Exercise 	<ul style="list-style-type: none"> • Ongoing 2010-2015 • July 2010 • Ongoing 2010-2013
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	Achieving value for money		
	Intended outcomes		
Supporting arrangements <ul style="list-style-type: none"> • Police Authority Medium Term Financial Strategy • Treasury Management Strategy • HR Strategies • Single Equality Scheme • Procurement & Estates Strategies • Risk Management arrangements • Value for Money Profiles • Expert Advisors (HR and Role Evaluation) 	<ul style="list-style-type: none"> • Increased vigilance in the management of the Police Authority budget of £286 million with an emphasis on priority-led budgeting. • Close monitoring of changing financial circumstances and fiscal policy to ensure an effective and timely Police Authority response. • Continuing commitment to the current Medium Term Financial Strategy and beyond. • Clear understanding between Police Authority and Force in relation to policing priorities and resource availability to inform the budget-setting process. 		
Activities	Measure	Owner	Timescale for completion
<ul style="list-style-type: none"> • Maintain existing high standards of financial management as demonstrated in previous PURE inspections. • Oversee efficient and effective use of Devon and Cornwall Police Authority resources in providing the best policing services across the Police Authority/Force area. 	<ul style="list-style-type: none"> • Good / excellent Use of Resources report • Detailed analysis of value for money profiles 	<ul style="list-style-type: none"> • Chair of Resources Committee/S151 Officer/Treasurer • Police Authority Seminar Resources Committee/Section 151 Officer/ Treasurer 	<ul style="list-style-type: none"> • 2010-2013 • July 2010 • 2010-2013

<ul style="list-style-type: none"> • Provide strategic direction and oversight on Force modernisation change programmes aimed at delivering re-shaped services with a focus on value for money. • Review of existing governance arrangements in relation to all resources – financial or non-financial: <ul style="list-style-type: none"> - Property/Transport/Procurement - Insurance and Risk - HR & ICT - Equality & Diversity - Training & Development 	<ul style="list-style-type: none"> • Treasurer oversight and input to Force Programmes. • Fully costed and affordable programme plans. • Extent of Police Authority challenge to financial planning assumptions. • Independent advice to Police Authority by 'expert' advisors. • Medium Term Financial Plans compiled. • Public Engagement workshops and events across Devon, Cornwall, Plymouth Torbay and the Isles of Scilly. • Audit trail from public comments/responses to decision making by Police Authority and Force in relation to local policing services. • Establish a re-configured Resources Committee reporting regularly to full Police Authority and covering all infrastructure issues. • Establish dedicated working groups as appropriate. 	<ul style="list-style-type: none"> • Treasurer • Treasurer/Force Director of Finance and Resources • Police Authority Member • Independent Advisors to the Police Authority • Chair of Resources Committee/Budget Working Group/Supporting Staff • Treasurer/Supporting Staff/Members of Resources Committee • Treasurer/Chief Executive/Force Director of Finance and Resources • Members of existing Resources & HR Committees/Chairs 	<ul style="list-style-type: none"> • Ongoing 2010-2015 • Ongoing 2010-2015 • Ongoing 2010-2015 • On regular ongoing basis • October 2010-Feb 2011 • By January 2011 • October 2010-March 2011 • Agreed by September 2010 for ongoing implementation
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<ul style="list-style-type: none"> • Deliver governance and scrutiny and promote the fair delivery of services and employment practices, via a strategic overview of diversity policies and their implementation within the Force. • Develop new processes to monitor grievances/disciplinary and claims to Employment Tribunals within the Force • Develop processes to scrutinise the sustainability of policing services by limiting the impact on the environment and reducing our carbon footprint. 	<ul style="list-style-type: none"> • Training delivered to Members on the Police Authority Single Equality Scheme • Single Equality Scheme Implemented • Close liaison between Member lead on HR, PA Independent HR Advisor and Force Director of HR • New processes developed and implemented • Regular reports to Resources Committee and Corporate Governance Committee as appropriate • New processes developed and implemented 	<ul style="list-style-type: none"> • All Members and Police Authority Staff • Police Authority HR Advisor and Force HR Director with Chair of HR Committee • Resources Committee 	<ul style="list-style-type: none"> • June 2010 and ongoing 2010-2013 • June 2010 • September 2010
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Priority	Listening and responding to communities		
	Intended outcomes		
Supporting arrangements <ul style="list-style-type: none"> • Community Engagement Strategy • Single Equality Scheme • Partnership Strategy 	<ul style="list-style-type: none"> • In depth understanding of the demographics of the Police Authority area in order to focus communications and engagement and to assist with identifying local policing priorities. • Sustain a dialogue with our communities about local concerns and policing priorities, delivering key messages and ensuring feedback on actions taken in response. • Establish and develop dialogue between Police Authority Members and communities outside our existing reach. • Developing a cohesive and joined up response with partners in local areas. • Greater public awareness of the Police Authority. 		
Activities	Measure	Owner	Timescale for completion
<ul style="list-style-type: none"> • Commission research into demographics across Authority area. • Use results of research project to formulate targeted engagement activity. • Develop Communications & marketing strategy. 	<ul style="list-style-type: none"> • Area profiles completed for Cornwall, Devon, Plymouth, Torbay & Isles of Scilly. • Increase in interface with the public • Increase in website hits • Increase in facebook following • Increased partnership activity, attendance at meetings, clear evidence of Police Authority influence and impact on agreed outcomes, identifiable outcomes • Strategy completed and resourced 	<ul style="list-style-type: none"> • Chief Executive/Community Engagement Committee • Community Engagement Policy Officer/Community Engagement Committee • Community Engagement Committee Policy Officer in consultation with Corporate Comms 	<ul style="list-style-type: none"> • Research commissioned by Nov 2010 & received by Jan 2011 • October 2011 • September 2010

<ul style="list-style-type: none"> • Undertake Police Authority awareness/public opinion survey. • Review current PA mechanisms for community consultation, such as PALMs, and implement findings 	<ul style="list-style-type: none"> • Members Governance Framework updated clarifying specific roles and responsibilities • Increase in public awareness from an agreed baseline and a higher respondent feedback. For example, this could include a statistically significant response to questions about the Police Authority built into the existing Police Confidence Questionnaire. • Increased understanding of the drivers of public confidence and satisfaction and perceptions amongst communities. • Review completed and improved mechanisms in place. • Increased attendance by public at meetings as a percentage of the local population. • A new focus on improving outcomes for local people and places, rather than on processes and inputs. 	<ul style="list-style-type: none"> • Chief Executive/Assistant Chief Executive in consultation with Corporate Governance Committee • Community Engagement Committee • Chief Executive/Police Authority • Community Engagement Committee • Community Engagement Policy Officer and Community Engagement Committee • Community Engagement Committee 	<ul style="list-style-type: none"> • October 2010 • Question added to Force consultation by end of June 2010. Benchmark by end December 2010. Review end December 2011 • New mechanisms in place by end December 2010. Review in May 2011 • End 2011 • End 2011
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<ul style="list-style-type: none"> • Convene specific Police Authority roadshows/ events for the purpose of consultation on key issues affecting the public of a strategic or local nature • Representation by PA Members at Strategic and statutory Partnerships 	<ul style="list-style-type: none"> • Strong representation from stakeholders and partners including the business community. • Delivery of at least 4 roadshows across Cornwall, Devon, Plymouth, Torbay and Isles of Scilly in relation to Policing priorities, Budget. • Number of views received from the public. • Participant feedback used by PA and Constabulary to demonstrate an increasing ability by the Police Authority to influence policing services on the basis of public engagement. • Responses fed back to the public following actions (You said, We did!). • PA representation and attendance as Strategic partners at LSPs, CSPs and Children’s Trusts across Cornwall, Devon, Plymouth, Torbay and Isles of Scilly. • Agreements about actions to be taken by the partnerships and the PA specifically, to gain community views on strategic issues (within the remit of that partnership), and its contribution both to partner engagement and activity in the local area concerned. 	<ul style="list-style-type: none"> • Ch Executive/Community Engagement Committee • Community Engagement Policy Officer • Community Engagement Policy Office • Community Engagement Committee • Chair of Police Authority/Chief Executive • Representing Members and Chief Executive • Performance Management Committee/Chief Executive 	<ul style="list-style-type: none"> • July 2011 • May 2011 • Rolling Annual Basis • March 2011 • Mid 2011 • Fully established March 2012
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<ul style="list-style-type: none"> • Scrutinise the Equality Standard for the Force 	<ul style="list-style-type: none"> • Joint performance measures agreed between partners relating to increased public confidence in policing and public sector services to inform Local Area Agreement targets. • Regular reports to the PA relating to consultation, engagement and partnership activity from Members and the Constabulary • Increased compliance with Standard 	<ul style="list-style-type: none"> • Chairs of Committees/Ch Executive • Diversity & Equality Working Group 	<ul style="list-style-type: none"> • Ongoing
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