



Warwickshire

POLICE AUTHORITY

The authority behind the force

GOVERNANCE PLAN

October 2010 – September 2011

(Approved by the Police Authority on 15th September 2010)

Final Version

1st October 2010

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Governance Plan 2010 – 2011

1. Introduction

This Governance Plan states the priorities of the Authority for governing Warwickshire Police during the period from October 2010 to September 2011. It compliments the Three Year Policing Plan which describes the agreement the Authority has reached with Warwickshire Police about the delivery of services in the context of the budget we have set and the local, regional and national requirements for improving protection in the County. It does not cover the whole of our Governance Accountabilities which will be carried out during the year and which are described in '**GOVERNANCE FRAMEWORK – Roles, Accountabilities and Allowances**' which is reviewed and published annually. The Framework document also describes the process of embedded governance which has in the main replaced a formal sub committee structure.

2. Contextual Background

In preparing this Governance Plan we are faced with an unprecedented level of uncertainty regarding the future of policing nationally and in Warwickshire. There are two drivers of this uncertainty i.e. financial uncertainty and structural uncertainty. Each of these are briefly discussed below.

a) Financial Uncertainty

In February 2010 the Police Authority approved the annual budget and the medium term financial strategy (MTFS). Part of the MTFS involves the delivery of £12 million savings over the three year period 2010/11 to 2012/13. The requirement for delivery of these savings is front end loaded with reserves being used to balance the budget during the three year delivery period. 150Plus is the delivery vehicle to identify and deliver these savings and was established with an overarching philosophy of ***delivery of either the same or increased levels of protection for less cost.***

These savings are before any consideration is given to the consequences of the Spending Review (SR), which is expected to be announced on 20th October. There are various rumours surrounding the level of cuts that the public sector will have to face. These rumours range from anything up to a 40% reduction. A 25% budget reduction will result in the budget gap rising to £20.8m over the four years.

The stark reality is that we, along with the rest of the public sector, are facing a very severe financial position over the short to medium term. We will have to deliver year-on-year real-term cuts and the service will have to contract accordingly. In addressing this problem the overarching philosophy will need to be ***delivery of the maximum protection from harm within the resources that are available.***

b) Structural uncertainty

On 26th July the Home Secretary, Theresa May MP, issued a consultation paper “Policing in the 21st Century: Reconnecting police and the people”. This consultation paper proposes very significant changes to policing. Some of the key elements in the paper are as follows:

- Introducing directly elected Police and Crime Commissioners, representing their communities, understanding their crime and anti-social behaviour priorities and holding the Chief Constable to account for achieving them, and being able to fire her or him if they do not. Elections expected in May 2012.
- The establishment of a new Police and Crime Panel to ensure there is a robust overview role at force level and that decisions of the Police and Crime Commissioners are tested on behalf of the public on a regular basis. Police and Crime Panels will be created in each force area drawn from locally elected councillors from constituent wards and independent and lay members
- Chief Constables will be responsible for the day to day operations of their police force but accountable to the public via these individuals and not Whitehall.
- The abolishing of central targets. The Government want frontline staff to be “crime fighters, not form fillers” – “freed up from bureaucracy and central guidance and trusted to use their professionalism to get on with their jobs”.
- The creation a new National Crime Agency to lead the fight against organised crime, protect our borders and provide services best delivered at national level.
- Creating enabling powers to bring together Community Safety Partnerships at a force level
- Later in the year, the Government will publish a new crime strategy, which will set out in greater detail how the approach to preventing and reducing crime will be reshaped in the Big Society.

It is critical during such a period of uncertainty that we remain focused on the role immediately facing the Police Authority and do not get distracted by the speculation of what the future may hold. Clearly we will monitor changes and react to them appropriately as detail starts to emerge.

3. Joint Vision

Delivering Greater Protection

We share our vision with Warwickshire Police:

‘Protecting our communities together.’

We remain committed to protecting our communities from harm by which we mean death, injury, loss and distress. We will continue to do what’s right for people who live, work, visit and travel through our county and will address the needs of local people whilst also protecting them from the harm caused by serious and organised criminality. We remain committed to delivering the highest level of protection possible within the constraints of the expected reductions in Government funding.

What is Protection?

In protecting communities from harm we mean:

- Reducing the number of people killed on our roads or by crime
- Reducing crimes of violence and road injuries
- Protecting people from loss, such as having their possessions stolen
- Protecting against distress: giving people confidence to go about their lives without fear

4. Key Objectives

As part of the annual planning cycle the Police Authority held a planning event to consider its future objects. Not surprisingly the uncertainty of the future featured large during the event. Emerging from this event were a number of key objectives for the Authority over the short and medium term. These objectives are:

1. The need to oversee the tracking of the 150Plus savings on a regular and timely basis
2. The need to act as guardian for the reserves. If 150Plus savings are short of the target the intention is for the Force to deliver alternative savings so as to protect the reserves strategy
3. The need to ensure that we maintain public confidence with policing
4. The need to engage with the emerging new policing strategy for Warwickshire
5. The need to plan for a controlled handover to the new policing arrangements that are introduced as part of police reform
6. The need to ensure that “business as usual” is maintained during the transition period up to the new policing arrangements

5. Foundations for Governing Warwickshire Police

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Governance Planning Cycle

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GOVERNANCE OBJECTIVES

Working with the Force and Local Authority Partners to improve Public Confidence

	Date	Owner (See App 1)
1. FULL POLICE AUTHORITY		
1.1 Review, revise and agree the Medium Term (2011/14) Financial Plan (MTFP) with the Chief Constable and Treasurer taking into account the latest information from the Comprehensive Spending Review	28 th Feb	RS Lead
1.2 Set the 2011/12 Force Budget	28 th Feb	RS Lead
1.3 Agree the 2011/12 Policing Priorities with the Chief Constable in light of the emerging new arrangements for police reform	31 st Jan	Chair
1.4 Shaping and Publishing the 2011/14 Policing Plan which aims to deliver the maximise protection from harm that we can afford	30 th Jun	Pubs Ld
1.5 Review, revise, draw up and publish the Annual Governance Statement	30 th Jun	C/E
1.6 Review and revise the Authority Risk Register to complement the Force Risk Register	30 th Sep	C/E

1.7 Review and revise the Authority Governance Framework and Governance Plan (including its Governance objectives for 2011/12)	30th Sep	C/E
1.8 Publishing the Annual Report	31st Oct	Pubs Ld
1.9 Scrutinising the delivery of the savings required by the Authority’s MTFP including tracking the progress of 150Plus	31st Mar	V/C B
1.10 Oversee progress on regional collaboration	31st Mar	Chair
1.11 Scrutinising performance against the Policing Priorities dashboard, including the burglary detection target	Weekly	Stg Gp
1.12 To develop and implement a communications strategy for the Authority	31 Dec	Pubs Ld

2. LOCAL POLICING GOVERNANCE STREAM

2.1 Governing the performance and resources allocated to the delivery of safer neighbourhoods	22 Feb	LP Ld
2.2 Engaging with the County Council and District/Borough Councils to ensure a satisfactory relationship between CDRPs and Locality/Community Forums	30 Sept	LP Ld
2.3 Engaging with partner agencies and the Force to consolidate consultation arrangements ensuring that all policy aspects are covered and mechanisms are in place to report results back to the Authority	31 Dec	CE Panel Ch
2.4 Identifying any aspects of relevance to the Authority not covered by 2.3 above and arranging specific consultation accordingly	31 Dec	LP Ld
2.5 Maintaining the Police Authority website, ensuring this provides for a single issue question and response facility.	31 Dec	Lead Pub & Info
2.6 Ensuring that appropriate feedback is provided to those consulted	30 Mar	CE Panel Ch
2.7 Ensuring that District Partnership Leads are properly embedded in each district CDRP, LSP and in Locality/Community Forums	30 Sept	LP Ld

2.8 Attending Locality/Community Forums and District Quarterly Performance Reviews and reporting back to the Authority	22 Feb	Dist Lds
2.9 Ensuring that reporting processes are in place for Custody Visitors to raise issues with the Force	31 Oct	VS Ld
2.10 Encouraging an increase in the number of detainees visited	31 Oct	VS Ld
2.11 Strongly encouraging an increase in the number of Specials recruited	31 Oct	VS Ld
2.12 Ensuring the Authority is kept informed of any LCJB issues relevant to its business.	30 Sept	LP Ld
2.13 Monitoring our performance relative to other forces and advise on target setting and planning	On-going	Per Ld

3. RESOURCES GOVERNANCE STREAM

3.1 To exercise proper governance arrangements over the Force in the efficient, economic and effective use of resources, in order to provide our communities with protection from harm	30th Sept	RS Ld
3.2 To ensure that Stream members are fully effective in their roles and able to participate in the Embedded Governance arrangements as required in: <ul style="list-style-type: none"> • Finance, • Assets (Property/Transport/Procurement/IT/Energy) • Insurance & Risk, • HRes 	31st Dec	RS Ld, Dep RS Ld
3.3 To deliver governance and scrutiny and promote the fair delivery of services and employment practices, by providing a strategic overview of diversity, equalities and human rights policies and their implementation within the Force (to include regular meetings of the Human Rights Panel)	30th Sept	Div Ld
3.4 To oversee a workforce development programme that deploys values and develops staff to deliver policing priorities at an appropriate cost. Provide close liaison with Head of HRes and scrutiny of all HRes activities	30th Sept	HRes Ld
3.5 To oversee effective outcomes and ongoing governance and scrutiny of Procurement	30th Sept	Dep RS Ld

3.6 Leading for the PA on overseeing the production of the budget Medium Term Revenue and Capital Financial Plans for Authority approval	28 th Feb	RS Lead
3.7 Chairing the Resources Assurance Group (RAG) to effectively monitor the outcomes of the MTFS Plan and Efficiency Targets through the year including tracking oversight of 150Plus programme and the impact on the MTFS	30 th Sept	RS Lead
3.8 To contribute as a Stream to the maintenance of the Authority's Risk Register, through regular assessment of existing and emerging risks and to maintain close links with Chair of the Audit Committee	30 th Sept	RS Lead
3.9 To oversee the Force Financial Management Arrangements Project (FMAP) which aims to deliver devolved budget management across the directorates to include delivery of systems for improved financial reporting	30 th Sept	RS Lead

4. PROTECTIVE SERVICES, STANDARDS AND PLANNING GOVERNANCE STREAM		
4.1 In collaboration with the APA Regional Strategic Policing Group to develop appropriate governance of the franchising approach to tackling cross border serious and organised crime	30 th Sept	PSP Ld
4.2 To oversee the outcomes of the following Authority priorities: a) Minimum Standards for Protective Services b) Asset Recovery c) Conversion rates for Fingerprint and DNA d) Roads Policing Strategy within the context of scrutinising overall performance by attending Force Performance Boards for: • Forensics • Major Crime • Intelligence and • Operations and relevant Force Project Boards for (a) and (d)	30 th Sept	PSP Ld & Deputy PS Ld
4.3 To continue to illustrate the contribution of Protective Services in making local communities safer by updating the Authority website	30 th Sept	Dep PS Ld
4.4 To meet the obligations placed on the Authority to safeguard, protect and promote the well-being of children and young people as defined by the Children Act 2004 by ensuring:	30 th Sept	Dep PS Ld

<ul style="list-style-type: none"> • The Authority and Force fulfil their essential duties and the APA template is regularly monitored • Appropriate partnership arrangements are supported and monitored • Proper account is taken of the needs and well-being of children and young people when decisions are made and police services delivered 		
<p>4.5 Within the context of scrutinising overall standards of investigating complaints and misconduct to report on the outcomes of:</p> <ul style="list-style-type: none"> • Robust dip sampling • Increased appropriate local resolution • Organisational lessons learnt 	30 th Sept	Pr. Stds. Ld
<p>4.6 To review and deliver the induction and member development training programme</p>	30 th Sept	MD Ld

Appendix One

Objective Owner Abbreviations	
RS Ld	Resource Stream Lead
Dep RS Ld	Deputy Resources Stream Lead
Pubs Ld	Lead for Publications and Use of Information
C/E	Chief Executive
V/C A	Vice Chair A
V/C B	Vice Chair B
Stg Gp	Steering Group
LP Ld	Local Policing Lead
CE Panel Ch	Community Engagement Panel Chair
Dist Lds	District Leads
VS Ld	Voluntary Services Lead
HRes Ld	Lead for Human Resources
Div Ld	Lead for Diversity
PerLd	Lead for Performance
PSP Ld	Lead for Protective Services, Standards & Planning
Dep PS Ld	Deputy Lead for Protective Services
Pr Stds Ld	Lead for Professional Standards
MD Ld	Lead for Member Development