

WARWICKSHIRE POLICE AUTHORITY
23rd April 2008

PERFORMANCE HIGHLIGHT REPORT

**External Partnerships, Protective Services and
Business Improvement**

Purpose and Supporting Documents

The report notes progress against the Governance Stream Objectives for 2007/08. The second section highlights progress made against the proposals made in the 2007/08 Policing Plan and relevant to this Stream. There is an update on the Business Improvement Board.

The value of adopting a risk management approach to is illustrated by reference to the more controlled impact of major incidents. The Governance Stream has made a positive start implementing the embedded governance arrangements.

Recommendation

THAT this report is discussed and the Governance issues emerging are agreed.

**1. 2007/08 Governance Plan Priorities and End Year Report
for this Governance Stream**

1.1 Progress in respect of our agreed Governance Objectives is summarised in below.

External Partnerships

1. By 31st December, to review and where possible develop the opportunities for entering strategic partnerships to deliver support services and policing with other Police Authorities.

Terms of Reference were agreed with the Regional Chairs and include at our request, the performance review of collaborative work. A protocol developed by the regional Chief Constables was approved and ACC leads for work streams have been appointed. Very little progress has been made at the governance level with our proposal to undertake joint work, in developing the governance of counter terrorism, not being pursued by the recent Chairs meeting on 26th March.

ACC Benjamin will describe collaborative operational developments at this meeting.

Protective Services

2. Within the developing national and regional context, to agree a framework for the local governance of performance and the resources allocated to the investigation of major crime and protective services to be implemented from 1st October.

The Authority approved additional expenditure in December 2006 to enable an urgent response to the gap identified in delivering Protective Services.

The national terrorism alert following the London and Glasgow car bombs proved an early test for the new arrangements and demonstrated significantly improved resilience which included effective increased security at the airport. It is disappointing to note that additional funding for policing the airport is unlikely to be continued in 2008/09.

The evolution of a major incident team has already had a demonstrable impact, notably in respect of the M40 murder and our response to the tragic loss of Fire-fighter's at Atherstone on Stour. The Task Force which resulted from the merger of Roads Policing, Response Teams and other specialist activities such as Firearms became operational in late January and has already proved it's worth in terms of a flexible and fast response throughout the County.

Governance arrangements of major incidents has been through Authority membership of relevant Gold Groups with reports back to the full Authority and through the Protective Services Directorate Performance Board. Regrettably pressure of work has resulted in the postponement of the quarterly performance meeting and we have asked for them to be restarted as a matter of urgency. High level performance objectives were approved by the full Authority in September 2007 and are currently being refined by specialist staff.

Diversity

3. To agree revised policy for 'Stop and Search' and to scrutinise implementation from 1st October 2007.

A separate report by our lead member highlights considerable progress.

Business Improvement

4. Through the Business Improvement Board (BIB) to govern and scrutinise the achievement of the '150Forward' Programme to achieve an affordable budget during 2008 – 09.

The Business Improvement Board continues to monitor progress monthly. The Force is producing a separate report on '150Forward' which will be received by BIB on 18th April. Copies will be made available to all members.

5. Through the scrutiny of senior and middle management reports to demonstrate how workforce development has impacted on:

- '150 Forward'
- Operational policing outcomes, and
- The quality of support services.

This has been undertaken at BIB, where alterations to the original workforce development plan (approved as part of the Blueprint in July 2007) have been subject to a strict change control procedure. Policing outcomes are reported elsewhere on this agenda and the rigorous implementation '150Forward' has driven the remarkable improvement in performance. It is more difficult to measure the impact on support services – this is work which should be prioritised in 2008/09.

Human Resources

6. By questioning, challenging and advising the Force, be able to justify to the citizens of Warwickshire the redeployment of resources resulting from the workforce development programme contained in '150 Forward'.

The challenges made by the Authority in the preparation of the blueprint and in approving the Chief Constable's recommendations led to confidence in the emerging action plan. The '150Forward' review team were robust in applying the question 'do you need police powers to do this work?' to each

relevant job in the Force. Similarly a robust view has been expressed during the implementation phase on the occasions when the original blueprint decisions have been challenged from within the Force.

It is critical that this discipline is maintained now that responsibility for the implementation has been transferred to Corporate Development.

Furthermore, establishing a professional view about the minimum number of Officers required to meet anticipated emergencies, as safely as is reasonable, could strengthen our justification of the programme to the community.

2. Progress against 2007/08 Policing Plan

2.1 Strategic Aim One – Pages 13 & 14

- The delivery of Domestic Abuse Training has continued through the year.
- Work to establish a Multi Agency Risk Assessment Conference to help the victims of Domestic Abuse has been completed and it will meet monthly from April 2008. The Protecting Vulnerable Persons Unit has been strengthened during the restructuring of Protective Services. It will incorporate policy for missing persons, hate crime and mental health. A central Referrals and Assessment Unit has been established for child protection, vulnerable adults, domestic incidents, dangerous and sex offenders.
- Plans to tackle Street Dealers, Drug Supply and Turf Wars and Cross Border Dealers have been progressed by using a risk matrix to prioritise the most harmful offenders and 10 of the top targets have been apprehended. The nature of this offending has required the Force to operate at regional and national levels

2.2 Strategic Aim Three – Page 20

- Multi Agency Public Protection Arrangements (MAPPA) have continued through monthly interagency meetings and the implementation of risk management plans. There are 239 registered sex offenders subject to these arrangements in the community and a further 3 individuals who are considered sufficiently dangerous to be registered. The remaining 71 people who are registered are in custody. MAPPA have produced a separate annual report for 2007/08. Satisfactory arrangements are in place to support our staff in this personally demanding sphere of policing.
- The Home Office announced that Warwickshire is one of the pilot areas for the controlled release of information to protect children from danger when new relationships are developed by their carer. Although this has always been an option in the risk reduction process, a formal trial will enable high standards of practice to be developed for implementation on a

wider scale. The Authority will receive a full report on this at the September meeting.

- The National Policing Improvement Agency 'Professionalising the Investigation Programme' (PIP) continues as an important implementation initiative within the Protective Services Directorate.

2.3 Strategic Aim Four – Pages 21 to 23

- The effectiveness of our investment in the Major Incident Team has been covered above. Once the 2008/09 budget position is clear we will need to consider whether further strengthening would deliver even more improvements in performance
- IMPACT is the national action plan to improve information sharing between Forces. Regional developments will be covered by ACC Benjamin's presentation. The Home Office has decided to commit approximately £0.5m to the creation of a Regional Intelligence Unit – West Midlands Authority will be the host and there appears to be an expectation that the other 3 Forces will contribute to some further extent. A request for additional funding for this regional resource may focus and expedite our discussions on the regional governance of joint working.
- One of the success stories has been the smooth transfer of roads policing from the Central Motorway Patrol Group back to Warwickshire command. Although there are some residual cost issues the project was completed effectively and on time. Integration of Roads Policing, ANPR and armed response into the Warwickshire Task Force has enabled a more concerted strategic approach to be taken towards our local priorities
- A number of operations have been undertaken in partnership with the Serious and Organised Crime Agency. The standardised procedures of the National Intelligence Model enable effective working and the prioritisation of targets. Further work is necessary to develop a clear understanding and acceptance of our 'franchising' approach to these joint operations with national and regional organizations.
- Asset Recovery targets will be reported separately. Financial investigation is a highly specialized skill and we have benefited from involvement in the regional recovery team and the recruitment of a highly experienced accountant as a Special Constable.

2.4 Strategic Aim Five – Pages 24 and 26

- At an operational level effective regional liaison has continued to address the threat of terrorism within the national strategy (CONTEST). Resources in the region have been bolstered by the central investment in a Counter Terrorism Unit based in West Midlands. Members of the Authority are involved in the CONTEST Gold Group which oversees implementation of the national strategy in the County.
- Training requirements to address Chemical, Biological, Radiological and Nuclear incidents have been progressed and ACC Benjamin is now qualified to command at Gold level.
- Special Branch officers continue to monitor the threats presented by other extremists and when Alan Woodward accompanied me on a visit to the

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airport, we were impressed by the professionalism and commitment of the Officers involved in policing all our ports of entry.

2.5 Policing Priorities – Page 26

- The harm priorities set out by the Chief Constable and setting the context for the Force control strategy have been powerful in converting the relatively poor performance recorded by HMIC during inspections in the preceding two years into acceptable and good performance when they undertook a comprehensive review in the summer of 2007. Specific performance figures which have been monitored throughout the year at the Authority Core Group and at each full meeting are reported elsewhere

2.6 Equality and Diversity – Pages 32 to 34

- Separate Report from Dorrette McAuslan

2.7 Resources – Pages 39 to 41

- Separate report on HR and H&S from Mike Edwards

Audit, Inspection and Review

- See below for BIB
- The Audit Panel has taken responsibility for monitoring HMIC reports.

Performance Targets 2007/08

- Targets 3, 5(b and e), 8, 9, 11 and 13 are those applicable to this governance stream and are reported separately.

3. Recent Governance Activities (not reported elsewhere)

Business Improvement Board

- 3.1 Although BIB has continued to meet monthly to consider '150Forward' the Corporate Programme is being reviewed quarterly from January 2008. The following comments refer to events since December 2007.
- 3.2 Among the issues considered were:
 - Installation of an uninterruptible power supply to the communications centre to be included in the programme
 - Approval of a Benefits Management Strategy
 - Delays to the implementation of the HR workstream – NSPIS HR and PDR - now due live this month.
- 3.3 A Review of the use of mobile phones in the Force revealed the need for implementation of a revised and comprehensive policy to avoid unnecessary

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purchase and to ensure Airwave is used to its maximum capability. Steve Nicklin was our representative on this review and is to be involved in the next exercise which will examine overtime payments.

- 3.4 BIB also receives reports from the Force Business Intelligence Team who Co-ordinate and conduct internal audits of policing practice either as part of a National Police Improvement Agency Programme (NPIA) or within a programme agreed locally. They co-ordinate HMIC events. Local audits completed recently include:

- Warrants Procedures,
- Firearms/Shotgun Licence Revocation Processes.

Self audits which have been quality assured by the team include:

- Use of CS Spray
- Custody Procedures,
- Vehicle Procedures
- Property Procedures.

Action Plans are agreed with operational owners and in respect of the latter 2 issues it seems likely that a full local audit will be necessary.

- 3.5 A special meeting on 27th March considered:

- A Force Risk Management Strategy which has been simplified and now follows a similar pattern to the strategy adopted by the Authority's Audit Panel.
- A VFM Review which used ABC and CIPFA comparisons. The structured scoring approach led to the following priorities for more detailed work:
 - Overtime
 - Officer/Staffing Ratios
 - Third Party Payments
 - Premises

The first review will be on overtime payments and Steve Nicklin has agreed to represent the Authority.

- An Efficiency and Productivity Strategy for 2008/11 proposing a full project infrastructure to deliver savings to meet Home Office and Authority targets.

4. Risks

- 4.1 Relevant risks were included in the risk register agreed by the Audit Panel in October. They are being reviewed as this report is being drafted.

- 4.2 The pressure created by the major incidents (M40 Murder and the fire at Atherstone on Stour) has committed resources and there is a risk that performance will suffer. Senior management was alert to this possibility and steps were taken to reduce the risk. There has been a temporary re alignment of duties between the Director of Protective Services and his Deputy. Detections did suffer in December and January as resources were diverted. The value of the risk management process was demonstrable as action was taken quickly to address the problem and the damage limitation effect is evident in the end year figures.

5. Governance Issues for Next Period

- 6.1 The governance arrangements for the investigation into the fire at Atherstone on Stour were agreed at the November meeting and this will continue to be dealt with as a special item in the exempt part of the agenda. The emerging results of the HMIC inspection into serious and organised crime will also be a focus for the stream. Steve Nicklin has taken responsibility for governing the progress of Activity Based Costing. The scheme has reached a development stage where useful unit cost information is available and the Authority needs to consider how to incorporate this in its business. However the Flanagan report questions the efficacy of ABC and there may be a change of national requirement as a result.
- 6.2 There is a need to review the working of the new structure. A context for this will be the trends emerging from the individual interviews that each member had with the Chair to the Authority. The review of member allowances should be timed to take account of the independent national working group which reports in July.
- 6.2 I am grateful for the support of my colleagues - Chris Davis, Mike Edwards, Dorrette McAuslan, Steve Nicklin and Alan Woodward for their commitment in delivering the new approach to Governance. In the process we have been helped by Eric Wood, Neil Gulliver and Tony Brown from the Authority. A special thanks is due to Lewis Benjamin, Simon Pameley, Richard Elkin and Steve Burrows for the enthusiastic way in which they have enabled us to embed civic governance in Force structures. As a consequence we can expect change to be restricted to fine tuning the arrangements in 2008/09.
- 6.3 The stream lead will continue to meet with Chair, Chief Executive, Chief Constable and other stream leads to discuss consistency of approach. There are usually 2 of these meetings each month.

7. APA Meetings

- 7.1 Members will give a brief verbal update on any important matters that may have arisen from their attendance at other APA groups.

Phil Robson
Governance Stream Lead
16th April 2008