

WARWICKSHIRE POLICE AUTHORITY
24th September 2008

PERFORMANCE HIGHLIGHT REPORT

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

Purpose and Supporting Documents

The report notes progress to create Governance Stream Objectives for the remainder of this financial year. It notes critical issues in respect of Force performance and outlines a new approach to performance management and the governance of Protective Services.

Recommendation

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

1. 2008/09 Governance Plan Priorities

- 1.1 The production of Governance Plan priorities for this financial year has been delayed until the constitution of the revised governance streams is known. As this will be confirmed at this meeting there is an urgent need to hold a stream meeting to establish revised objectives. The objectives agreed last year have carried forward where further work is necessary. Assuming that the changes to Governance Streams proposed in the recent review will be authorised, new objectives will be required in the aspects highlighted 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.**

Remains a live issue.

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.

Initial Framework agreed September 2007 is to be subject a major revision detailed below and implemented forthwith.

Professional Standards

New Objectives Required

Business Improvement

New Objectives Required

Information Management

New Objectives Required – Authority Policy on its use of information and in Governance of the management of police information.

Member Development

New Objectives Required – Delivery of the Policy and Plan

2. Progress against Relevant Force Objectives.

- 2.1 Separate reports are available on the Death/Injury and the All Harms priorities which this stream governs.
- 2.2 In respect of most serious violent crime the Force is working to understand the implications of changes to recording definitions introduced by the Home Office from 1st April 2008 and which may be having a detrimental impact on the trends. They have asked that the Governance Stream Lead scrutinise this work, to ensure a justifiable and sustainable approach is developed.
- 2.3 In September 2007 the Authority agreed the following aspects of Protective Service Performance against which it required exceptions and highlight reporting:
 - Forensics
 - Scenes Examined & Conversion Rates
 - Fingerprints and DNA
 - Protecting Vulnerable People
 - Reduced Risks for Children

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- Survey of Children's Service Staff on Completion
- Domestic Abuse – Work in Progress
- PPU – Work in Progress – Use Visor IT Inf.
- Assets Recovered
- Special Ops / Major Investigations
 - By Cost and Results Achieved at completion
 - NIM – Tasking and Review - Award a Score
 - 5 = Targets fully achieved
 - 4 = 75% of Targets achieved
 - 3 = 50%
 - 2 = 25%
 - 1 = Less than 25% of Targets achieved
 - Cost Code of Op / Investigation

2.4 It is fair to say that there has been limited progress in developing this performance framework. Partially, this has been caused by the impact of major operations on key personnel and by the unexpected demand of the workforce changes consequent to the '150Forward' programme. Nevertheless we have monitored information on Forensics and Asset Recovery, not least because there is clear performance information available for these areas of activity. In July 2008 a meeting was held to review Forensic performance up to the end of the first quarter. The Forensic Performance Review identified good performance for the numbers of crime scenes visited by Scenes of Crime Officers, and good recovery rates for DNA and fingerprint evidence. The following matters were identified for further action:

- Conversion of fingerprint identifications into detections; 22% of fingerprint identifications result in detections, compared to 43% for the most similar forces (the Force does much better with DNA hits, achieving 56% detections compared to 54% for the most similar forces). This work is to be taken forward as part of the Volume Crime Management Model, which is being progressed through the Public Contact Strategy Programme.
- Monitoring of individual Scenes of Crime Officer performance is required.
- The considerable contribution of forensic evidence to the Force's strong performance in respect of major crime is not being captured effectively.
- To progress the move from wet film to digital photography as rapidly as possible. The equipment to make this move will cost approximately £125,000, and there will be other cost implications, such as training.

2.5 Asset recovery was subject of local and national evaluation for 2007/08. It showed that the total cash forfeitures and confiscation orders for 2007/08 in Warwickshire were £733,062 (including Warwickshire's share of the Regional Asset Recovery Team's seizures). In terms of assets seized per head of population, this put Warwickshire 29th out of 43 forces. The number of forfeitures and confiscation orders was shown to be on target; to improve on the national performance position it will be necessary to increase the average value of seizures. This has been recognised.

2.6 A recent meeting with the ACC and the Deputy Director of Protective Services has agreed a new approach to the performance management of the whole protective services directorate and at the first meeting of the new governance stream; we will agree how we approach our role in the process. A report will be made to the next appropriate meeting of the Authority. In brief, commencing in October 2008, the performance of the Protective Services Directorate will be addressed through six quarterly meetings, covering the following headings:

- Scientific Support
- Operations
- Intelligence
- Protecting Vulnerable People
- Proactive Policing
- Major Investigations

These meetings will be chaired by the Director of Protective Services, ACC Bill Holland, and attended by a designated member of the Authority. As stated above, the first meeting has already been held for Scientific Support, and there has also been one for Operations that proved valuable. The other categories are more challenging, because performance information is less developed nationally for these areas of activity. Junaid Gharda, the Force Performance Manager, is currently developing meaningful performance measures with the heads of the departments concerned. It should be noted that one of these, Detective Superintendent Martin Samuel, is leading for the West Midlands Region on developing performance measures for Intelligence.

3. Recent Governance Activities (not reported elsewhere)

Business Improvement Board

3.1 The Business Improvement Board met on 23rd May and 29th July.

3.2 Among the issues considered were:

- Prioritisation of the Corporate Programme
- Interim review of 150Forward
- Body Worn Video Pilot
- Revised internal Audit and Inspection principles
- Service Reviews on Overtime and Third Party Payments
- A further Service Review Programme
- The Efficiency and Productivity Plan to 2010/11
- Force Risk Management Progress

3.3 The service reviews produced differing results. There is a need to improve the co-ordination and decision making processes for resource management and a series of recommendations were agreed to manage the use of overtime. The demand management project will also have an impact on this issue. The differences in the levels of third party payment noted between our

figures and those of other forces were largely due to differential counting rules.

- 3.4 The work of BIB is directed at co-ordinated programme management and governance. There are several overlaps with our financial governance processes. An example of this is the Efficiency and Productivity Strategy for 2008/11 proposing a full project infrastructure to deliver savings to meet Home Office and Authority targets. This reports to BIB because in its latest form it is a change management initiative rather than as previously, largely an accounting procedure. Consequently the inclusion of the Resources Stream Lead as a member of BIB is a welcome change designed to ensure consistency of governance.

Protective Services Collaboration

- 3.5 We attended a National Conference designed to stimulate development of collaboration between Authorities and Forces was sponsored by the Home Office, NPIA, ACPO and APA on 5th September. There are a number of significant collaborations emerging elsewhere in the country. A couple of examples follow.
- 3.6 In the East Midlands a new organisation has combined the resources of 5 Forces to tackle Serious and Organised Crime. The staff involved are about to move in to centralised premises in this initiative which has been in place for several years. Governance is through a joint Authority/Chief Constable Board.
- 3.7 Hertfordshire and Bedfordshire have created a joint major investigation unit to deliver a more resilient response to very serious crime. They have also set up a project team (cost c. £600k) to develop joint provision of the following operations/services:
- Firearms
 - Dogs
 - Professional Standards
 - Legal Services
 - Civil and Public Order Planning
 - Counter Terrorism
 - Strategic Roads
 - Search
- 3.8 Operationally we have recently agreed to provide the ACC lead for regional collaboration on 'Crimes in Action' (kidnaps and extortion), and 'Covert Technical Capabilities' (technical equipment/procedures for surveillance). The structure that is emerging is for each of the Region's forces to have its own units for policing these functions, with collaborative arrangements in place to ensure resilience (in the case of operations that may last for days at a time) and mutually beneficial procurement (e.g. sharing rarely used but essential equipment). This is essentially a pragmatic approach to

collaboration that can deliver results quickly, rather than long drawn out programmes of activity leading to 'standing armies' of specialists.

Member Development

- 3.9 Dorrette McAuslan has developed a strategy and induction programme for members. These are attached to her separate report.

Staff Development

- 3.10 Dorrette also continues to attend the Force Training Panel which takes responsibility for the Force Training Plan.

Human Resources

- 3.11 Mike Edwards has attended the BIB and the Force Occupational Health and Safety Committee. He has maintained a regular contact with key HR managers and has been consulted on recent changes to staffing this critical role.

4. Risks

- 4.1 The following risks relevant to this stream have been included in the Authority Risk Register:

- 150Forward fails to deliver a stable workforce
- Failure of Business Continuity Arrangements
- Police Authority Staff – lack of capacity
- Professional Standards of Police Staff
- Governance of Protective Services
- Regional Governance Arrangements for Protective Services and Serious Crime
- Demographic change in Warwickshire

These are the challenges which, if not effectively met, could cause damage to our reputation and the safety of the public. There is a set of control measures in place to mitigate the risks attached to each issue.

- 4.2 The pressure created by the major incidents (M40 Murder and the fire at Atherstone on Stour) continues and there is no indication of the result of our request to the Home Office for special grant.

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.

- 6.2 Governance objectives are required urgently. This will be a priority for the Stream meeting.

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- 6.3 We will need to plan for our involvement in the regional policy networks.
- 6.4 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

Bill Holland
Director of Protective Services

16th September 2008