

**WARWICKSHIRE POLICE AUTHORITY**  
**22<sup>nd</sup> April 2009**

**PERFORMANCE HIGHLIGHT REPORT**

**Protective Services and Business Improvement**

**Purpose and Supporting Documents:**

This paper reports progress against our stream objectives and the governance of Protective Services. Attached reports cover Professional Standards, Member Development, Authority involvement in shaping the Policing Plan and a note on work to protect vulnerable adults. Governance arrangements for the regional collaboration on tackling serious and Organised Crime are described.

**Recommendation:**

Following discussion, the Authority is asked to note this report and to endorse the direction being taken.

**1. 2008/09 Governance Plan Priorities and Progress**

- 1.1 The production of Governance Plan priorities for this financial year was delayed until the constitution of the revised governance streams was decided. The following interim objectives were agreed by the full Authority in December.

**Objectives to be reviewed at 31<sup>st</sup> March 2009:**

**External Partnerships**

1. To review the potential for collaboration in Governance following the initial regional meetings and to establish a development plan for 2009 - 10

**Progress:** *The Regional Strategic Policing Group has met and agreed a work programme which includes the governance of the franchising approach to tackling cross border serious and organised crime. See section 4 below.*

**Protective Services**

2. Following the initial meetings of the new framework for the performance management of protective services to affirm or revise the high level objectives for report to the Authority.

**Progress:** *The new framework is now established with Authority membership on the four performance groups. See section 2.*

**Professional Standards**

3. To review the governance process with special regard for the strategic and operational lessons to be learned as a result of the complaint and misconduct resolution process

**Progress:** *See attached report from Mike Edwards*

**Business Improvement**

4. Using the current meeting regime, monitoring the achievement of the business benefits identified in the revised corporate programme, the efficiency plan and the change plan agreed with the Force for 2009 – 10.

**Progress:** *On target – see section 3. This objective should be carried forward to 2009 - 10*

**Information Management**

5. To establish a 'Use of Information Policy' for the Authority. (N.B. The policy should be congruent with but not duplicate the Management of Police Information (MOPI) project.)

**Progress:** *This has been delayed and will be rescheduled in consultation with the Chief Executive.*

6. To oversee and shape the production of the next Policing Plan.

**Progress:** *Chris Davis and Mike Edwards have met this objective and a separate report is attached. For next year this objective should also include completion of the Annual Report.*

**Member Development**

7. To monitor the delivery of the Induction Programme.

**Progress:** *The programme has been delivered. For next year it is suggested the objective is extended to include the on going members training programme covered by a separate report on this agenda.*

### Stream Development

8. From the recently agreed policy and plan to develop governance objectives for 2009 – 10.

**Progress:** To be taken forward in consultation with Steering Group and discussed at this meeting

## 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. At this meeting the Authority will have a presentation covering the 'Continuum of Force' which Officers have to use when protecting the public.
- 2.2 Performance management of Protective Services has evolved into four separate Performance Boards. The Stream Lead and Angela O'Boyle attend each meeting in a governance role. The critical issues emerging in each Board are:

### Scientific Support

- Turning DNA and fingerprint identifications from crime scenes into detections has been highlighted as the main area for improvement, and among the first actions taken has been fast processing and ownership of identifications of Persistent Priority Offenders.
- Forensic action in rape investigations is being reviewed, not because there are concerns over performance, but because these crimes are so important to us.

### Operations

- Analysis of casualty data has confirmed the relevance of focusing on the 4 main causes of fatal/serious injury collisions - excess speed, not wearing seatbelts, distraction (typically mobile phone use) and impairment (i.e. driving under the influence of drink and/or drugs). With children, the emphasis is on education, since most child casualties are injured when they are pedestrians, rather than passengers in vehicles.
- Two particular roads have been highlighted from casualty data as need in partnership action - the M6 approaching Catthorpe, and the A423 Ryton to Southam road.
- The Camera Enforcement programme has been revised and updated.

### Major and District Crime and Specialist Investigations

- Performance in detecting major crimes (principally homicides) is excellent; the main focus in this area is to maintain this, whilst minimising the abstraction of staff from other areas of the force.

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- The meetings have led to work being done to assess the ways the Force investigates rape and other serious sexual offences. This relates well to the targets for 2009/10 to increase the numbers of these crimes reported, and the numbers successfully investigated.

### Intelligence

- The number and quality of intelligence logs is to be assessed.
  - Work is going on to assess the outcomes from intelligence.
- 2.3 This should make it clear that the performance figures are not seen as an end in themselves, but as ways of helping us understand where and how we are doing well, and where and how we need to improve. The intention is that we will continue to pick up on two or at most three areas of performance from each meeting.
- 2.4 In addition Angela O'Boyle has highlighted the following as of particular interest to the Authority:

### Operations

- Police officers participated in a two-day casualty reduction workshop. This partnership event was organised by the Warwickshire Road Safety Unit.
- New hot routes were agreed and supportive action includes high visibility patrols.

### Major Investigations Unit

- The Unit is measuring how its investigations have resulted in offenders being brought to justice.
- In order to improve and demonstrate witness satisfaction, the supply of relevant information to witnesses will be used as a measurement. Particular attention will be given to that provided by Family Liaison Officers.

### General

- The contribution made by Protective Services towards asset recovery is under review. The provision of more dedicated time should achieve greater returns.
  - Protective Services officers and HR staff hold regular meetings to monitor and investigate causes of absence. The process is supportive of staff and improves efficiency within the workforce.
- 2.4 The Chair of the Authority and the Stream Lead attend the **Contest Gold Group** which reviews our performance in respect of the 4 strands of Counter Terrorism:
- Pursue
  - Prevent
  - Protect
  - Prepare

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Three meetings have been held since the last report. Papers for these meetings are held securely at Police HQ. An up-dated national Contest Strategy was published on 23<sup>rd</sup> March and our existing action plan will need to be revised.

### Vulnerable People

- 2.5 Angela O'Boyle is leading on this issue and her report is attached as Agenda item 3(2).

### Sex Offender Disclosure Pilot

- 2.6 In mid March the Home Office announced the provisional figures for the first six months of the pilot. Warwickshire had received a total of 72 enquiries about the pilot. These ranged from general enquiries about the scheme to specific concerns about the safety of children. Fifty-four of these enquiries developed into applications and as a result five disclosures took place to help keep children safe. These figures have yet to be confirmed by the Home Office, but are really positive and encouraging. Nationally, 153 enquiries had been made under the pilot, 79 applications, and 10 disclosures had taken place. Warwickshire is the only area where the scheme is being piloted across the whole county from the beginning. An independent evaluation has been commissioned by the Home Office.

## 3. Recent Governance Activities (not reported elsewhere)

### Business Improvement Board (BIB)

- 3.1 The Business Improvement Board met on 20th January and 10th March.
- 3.2 Among the issues considered were:
- Installation of the Uninterrupted Power Supply which was delayed by bad weather
  - The establishment of a Corporate Risk Management Group which needs an Authority Member
  - Business Improvement reviews on Officer / Staff mix and Front Enquiry Offices were received
  - A Forward Development Plan to realise the benefits of the range of action plans currently in place. It was agreed to consider revising the title of this work to better reflect the desired outcome.
  - The establishment of a 'Challenge and Innovation Team' as an 'invest to save' development.
  - A draft Sustainability Strategy which will deliver the Authority Efficiency targets
  - Business proposals for pilots on Data Mining (analytical processes to support our work reducing the impact of high harm causers) and Mobile Data were approved.

### Member Development

- 3.4 The programme for 2009 - 10 is ready for approval and Dorrette McAuslan will update the meeting in an attached report.

### Professional Standards

- 3.5 Mike Edwards has prepared a separate report following his review of the governance processes.

### Operation Budapest

- 3.6 The Lord Lieutenant of Warwickshire presented awards to members of the Operation Budapest team in a ceremony hosted by the Chair of the Authority on 26<sup>th</sup> February 2009.

## 4. Critical Regional Issues

- 4.1 The second regional meeting covering Strategic Policing was held on 12<sup>th</sup> February 2009. It agreed an outline workplan as follows:
- Collaboration – should be a standing item on the agenda
  - Counter Terrorism Unit – how is it working out
  - PREVENT, practicalities of this area of work and taking it forward
  - Security Partnership Officers
  - Guns and Gangs seminar, to better understand the background and sociology of the issues involved
  - Rich picture/community mapping
  - Olympics – implications on the Region
  - HMIC thematics – with a view to information sharing
  - Use of Force – firearms, batons etc.
  - Outcome measures for Level 2
  - Partnership working – link to Government Office
- 4.2 Our regional bid for Home Office funding, available for the region to develop collaboration in our response to serious and organised crime, has been successful. The total available will be approximately £1m. Forces must find an equivalent amount for the project. As there is significant collaboration at an operational level this requirement to match fund will not present difficulties but, we will have to ensure that the benefits in reducing harm in Warwickshire are explicit and provide value for money.
- 4.3 The Warwickshire ACPO team have been developing an approach to collaboration called '**Franchising**' which is flexible and targets specific offenders and crime groups. In brief, this means that whilst each Force in the Region will have its own units able to investigate organised crime, there will be a degree of central co-ordination of effort. This will require new intelligence processes to be established, as investigations are 'franchised'

out, according to level of risk and where they can best be taken forward. This has formed the basis of the successful bid. There is a Project Board chaired by Suzette Davenport, ACC, West Midlands and Authority oversight will be exercised by the Regional Strategic Policing Group.

- 4.4 Wider issues relating to regional collaboration are covered in the report of the Chief executive.

### **5. Diversity Issues arising from Stream Activities**

- 5.1 Emerging from the review of the implementation of 150Forward is an issue relating to questions raised by staff associations and individual members of staff regarding completeness of 150 forward equality impact assessments, specifically with regard to the recommendations for workforce development. This was discussed at BIB and FEB when it was agreed that workforce development would be paused to allow full consideration of the issues raised. This remains work in progress.

- 5.2 No other issues have emerged in this period.

### **6. Risks**

- 6.1 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. The Stream Lead is proposing that the risks attached to the protective services issues have been reduced by the establishment of the performance Boards and the Regional Strategic Policing Group covered above.

- 6.2 The pressure created by the major incidents (including the fire at Atherstone on Stour) continues.

### **7. Main Governance Issues for Next Period**

- 7.1 The governance arrangements for the investigation into the fire at Atherstone on Stour will continue to be dealt with as a special item in the exempt part of the agenda.

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- 7.2 Regional governance of the Franchising approach to serious and organised crime will need some work.
- 7.3 Along with the other Governance Streams we need to finalise our objectives for 2009 – 10. A start is to be made on the development of an information policy for the Authority.
- 7.4 The stream lead will continue to meet with Chair, Chief Executive, Chief Constable and other stream leads to discuss consistency of approach.

### **8. Governance Issues for Decision at this Authority Meeting**

- 8.1. Following discussion, the Authority is asked to note this report and to endorse the direction being taken.

**Phil Robson**  
**Governance Stream Lead**

**Bill Holland**  
**Director of Protective Services**

8<sup>th</sup> April 2009