

Warwickshire Police Authority – 28th June 2010

Police Authority Inspection

Report of the Chief Executive

Summary

This report proposes an improvement plan following the recent inspection of the Police Authority.

Recommendation

That the Authority:

1. Approve the improvement plan set out as Appendix C – subject to any amendments.
2. Instruct the Audit Committee to monitor the implementation of these improvements.

1. Introduction

- 1.1 The Authority's joint inspection by the Audit Commission and Her Majesty's Inspectorate of Constabulary (HMIC) has recently been completed and the final report was published on 17th June. The report contains a number of strengths as well as areas for improvement.

2. Inspection Report

- 2.1 As part of the inspection process the Authority received a draft report and was given the opportunity to comment on the initial findings. Within the draft report there were a significant number of statements that were considered to be a fair summary of the position within Warwickshire. However, there were also a number of items where it was felt that the inspectors had not fully appreciated how we operate within Warwickshire.
- 2.2 We produced a lengthy response to the draft report highlighting areas where we believed the inspectors had not truly grasped the issues during the inspection visit. However, the final report is very similar to the draft report with very little modification in spite of our comments.
- 2.3 A copy of the inspection report has been circulated to members of the Police Authority so is not reproduced as part of this report. However, when considering

the report and the scores it may be useful to consider the assessment criteria as set out as Appendix A.

- 2.4 The scores from the inspection are as shown in Table 1.

Table 1: Summary of Inspection Scores

Key questions	Score
How does the police authority ensure that both it and the force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?	2
How effective is the police authority in scrutinising and ensuring the force delivers the priority services that matter to local people?	2
How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?	2
How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?	2
Overall score	2

- 2.5 To help put the Warwickshire scores into perspective attached as Appendix B is a summary of the scores of the inspections completed to-date.

3. Improvement Plan

- 3.1 Accepting that in some areas there is a difference of perception between the inspectors and ourselves an improvement plan has been prepared to address those areas for improvement highlighted in the inspection report where we agree that there is a need for improvement.
- 3.2 Appendix C is a list of those improvements arising from the feedback of the inspection report. In preparing this improvement plan account has also been taken of the joint Audit Commission and HMIC report issued in March 2010 of the lessons learnt from the first ten inspections.
- 3.3 It is proposed that members approve the improvement plan, subject to any amendments, and instruct the Audit Committee to monitor the implementation of these improvements.

Oliver Winters
Acting Chief Executive
June 2010

Assessment Criteria

Assessment theme	Key question and assessment criteria
<p>1. Setting strategic direction and priorities</p>	<p>How does the police authority ensure that both it and the force have the leadership, capacity and capability needed to deliver good-quality service outcomes on behalf of the public?</p> <p>The police authority demonstrates that it:</p> <ul style="list-style-type: none"> • sets clear and ambitious priorities for policing in its area; • plans effectively for longer-term strategic challenges at local, regional and national levels; • ensures the force is well led; • tackles inequality and improves outcomes for people in vulnerable circumstances;
<p>2. Scrutinising performance outcomes</p>	<p>How effective is the police authority in scrutinising and ensuring that the force delivers the priority services that matter to local people?</p> <ul style="list-style-type: none"> • has the capacity to make effective senior officer appointments and that it holds the chief constable to account for delivery of objectives, priorities and quality outcomes; • has a rigorous approach to performance scrutiny, analysing data to monitor performance, and tackling underperformance; • sets challenging targets for performance and the Policing Pledge, fulfils its own role in delivering the single confidence target, and drives the progress of its force towards achieving this target; and • sets clear priorities and ensures the delivery of effective protective services.

Assessment theme	Key question and assessment criteria
3. Achieving results through community engagement and partnerships	<p>How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?</p> <p>The police authority demonstrates that it:</p> <ul style="list-style-type: none"> • has secured and understood the views of local people about policing priorities in its area; • acts upon community concerns by setting priorities for policing that reflect local needs and will lead to improvements in public confidence; • provides feedback on how issues raised through consultation and community engagement have been considered; • ensures that local policing services are accessible to all communities, including hard to reach and vulnerable groups; • secures desired outcomes for local policing and community safety priorities through effective partnership; and • properly balances the focus on local issues and improvements in confidence with the wider needs of the public in policing regional and national concerns.
4. Ensuring value for money and productivity	<p>How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?</p> <p>The police authority demonstrates that it:</p> <ul style="list-style-type: none"> • has, with the force, made a comprehensive assessment of risk and threats, and ensures that resources are aligned to priorities, risk and threats; • directs effort away from non-priority areas; • ensures the force's use of resources reflect supply and demand profiles; • promotes and supports collaboration/joint working between forces and other local public service partners to improve efficiency, reduce costs, manage risk more effectively and deliver improvements in policing services nationally; • regularly reviews costs and overheads; and • sets ambitious local targets to deliver improved efficiency, effectiveness and productivity and challenges the force to achieve them.

Summary of Police Authority Inspections

	Inspection Date	Strategic Direction	Performance Scrutiny	Community Engagement	VFM	Overall
Avon and Somerset	Dec 2009	2	2	2	2	2
Cheshire	March 2010	3	3	3	2	3
Greater Manchester	Feb 2010	2	1	2	2	2
Gwent	Feb 2010	3	3	3	3	3
Hampshire	March 2010	2	3	2	2	2
Leicestershire	Jan 2010	2	1	2	2	2
Lancashire	Nov 2009	3	3	4	2	3
Metropolitan	March 2010	2	3	2	2	2
Northampton	March 2010	2	2	2	2	2
Sussex	June 2010	2	2	2	2	2
Warwickshire	June 2010	2	2	2	2	2
Wiltshire	Feb 2010	2	3	2	2	2

Strategic Direction: How does the police authority ensure that both it and the force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?

Performance Scrutiny: How effective is the police authority in scrutinising and ensuring the force delivers the priority services that matter to local people?

Community Engagement: How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?

VFM: How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Overall score:

Warwickshire Police Authority

Improvement Plan

1. Increase the use of MSF, IQUANTA and comparative data to ensure these are reported to, and considered by, the Police Authority (in response to paragraph 21)
2. Consider the need for an additional target(s) in light of the performance of most similar forces (in response to paragraph 21)
3. Look to appoint a permanent chief executive (in response to paragraph 22)
4. Produce a business plan (in response to paragraph 23)
5. Arrange for the Observatory to make a presentation to the Police Authority outlining the profile of the County and communities (in response to paragraph 24 and 42)
6. Map all Police Force and Authority consultation to identify gaps as part of the communications strategy (in response to paragraph 24 and 42)
7. Prepare a programme for engagement that meeting the joint community engagement strategy (in response to paragraph 24 and 42)
8. Encourage members to participate in the joint regional training on equalities and human rights (in response to paragraph 24 and 42)
9. Consider member succession planning arrangements where necessary (in response to paragraph 24 and 42)
10. Ensure, where possible, that there is clarity between the Force and the Authority (in response to paragraph 25)
11. Use the Authority planning events to strengthen cross stream information sharing on performance issues (in response to paragraph 32)
12. Review the Authority involvement in overseeing the continued implementation of the Policing Pledge (in response to paragraph 33)
13. Ensure that all HMIC reports (Force and Authority) are considered by the Authority. All reports should go to the Chief Executive during the embargo period for the Chief Executive to circulate to members of the Steering Group (in response to paragraph 34)

14. Explore closer links between the Audit Committee and Standards Committee to add a degree of independent scrutiny (in response to paragraph 34)
15. Ensure that the report collating feedback from district leads and community forums, that goes to the Community Engagement Panel, is circulated to all members of the Authority and is used to inform Authority planning events (in response to paragraph 43)
16. Remind members attending Community Forums that they should make their presence and role as a Police Authority member clear to the meeting (in response to paragraph 44)
17. Review member access to the Force ASA (in response to paragraph 54)
18. Align the timing of the production of the Authority and Force risk registers to ensure that they are updated for new risks etc at similar times to reduce the danger of them being misaligned (in response to paragraph 55)