

Cumbria Police Authority

Policing Plan and Performance Committee 1st September 2010 Agenda Item 7

A Report by the Chief Constable

STRATEGIC & FINANCIAL PLANNING TIMETABLE

1. Background

1.1 Last year the Authority and Constabulary jointly revised the 3 year Policing Plan and Medium Term Financial Plan. This was approved by the Police Authority in February and published on both the Police Authority and Constabulary website.

In order to ensure the plans are still relevant and achievable, it is essential that service requirements and strategic challenges are reviewed on a continuous basis.

1.2 The timetable attached shows the key Police Authority and Constabulary decision making forums and the key strategic and financial challenges to be assessed during 2010/11. This takes into consideration both the new constabulary decision making framework and Police Authority requirements for earlier and greater involvement in the process of priority setting and budget development.

1.3 The timetable also reflects the changing financial environment and the pending autumn comprehensive spending review. As such the timetable will be flexible to reflect the financial implications of the review.

1.4 In addition, Members' views on the presentation of the Policing Plan are sought at the outset, to take into consideration comments made during the Authority's recent inspection.

2. Recommendation

2.1 It is recommended that members:

- i) Approve the proposed process and discuss any issues arising.
- ii) Comment on and agree the format of the published 2011/14 Policing Plan.

3. Details

3.1 Good practice identifies planning as essential to effective performance, for example, ACPO Performance Management Handbook, CIPFA Governance

standards, CIPFA Best Guidance on Planning and Finance.

- 3.2 The Constabulary has a significant number of drivers for change which include national pressures from the Home Office, HMIC, NPIA and other national developments. This is extremely pertinent this year with the introduction of the new coalition government and their substantial Home Office reforms as highlighted in the recently published 21st century policing consultation paper. Locally, the constabulary and authority has to take into consideration drivers such as public priorities, partner priorities, intelligence and performance trends.
- 3.3 The Police and Justice Act requires police authorities and constabularies to have a three year strategic plan that is refreshed annually. The plan must:
- set out the authority's objectives for the policing of its area during that year.
 - set out the proposed arrangements for the policing of that area for the period of three years.
 - be consistent with Home Office strategic priorities.
 - include consultation between the Police Authority and Chief Officers.
 - consider the views obtained by the Authority during its consultation with local communities.
 - be prepared by the chief officer and submitted to the authority for consideration.
- 3.4 Recent self-assessments by the Authority identified that members needed to be involved at an earlier stage in the development of policing priorities and the budget, if they are to provide strategic leadership of the police force and ensure that the public's voice is heard. The proposed planning process incorporates those mechanisms which have already been put in place to address this, including joint strategic co-ordination events between the Authority and Constabulary chief officers and the new role of the Finance and Change Management Working Group in steering the development of the budget. Within this, the Finance and Change Management Working Group will take a lead in considering the priorities for the force within the budget available, whereas the Policing Plan and Performance Committee will lead in ensuring that a plan is developed to deliver those priority areas.
- 3.5 It is also recommended that the Authority's involvement in Constabulary Boards be used to provide greater oversight of the development of the strategic work programme which underpins the Policing Plan, including ensuring that any priority areas identified by the Authority are addressed by it. As the structure of these governance arrangements is being reviewed, the Committee will need to keep this approach under review. These members could be asked to report back to this committee to provide assurance that the strategic work programme is deliverable within budget and that it aligns with priorities. In addition, the Committee may wish to nominate a member or members to work with the Policy and Performance Officer as a task and finish group to influence the development of the performance framework which will underpin the monitoring of the delivery of the Policing Plan.
- 3.6 The critical path diagram shows the summary of the proposed 2010/11 strategic and financial planning process. It should be highlighted that this process focuses

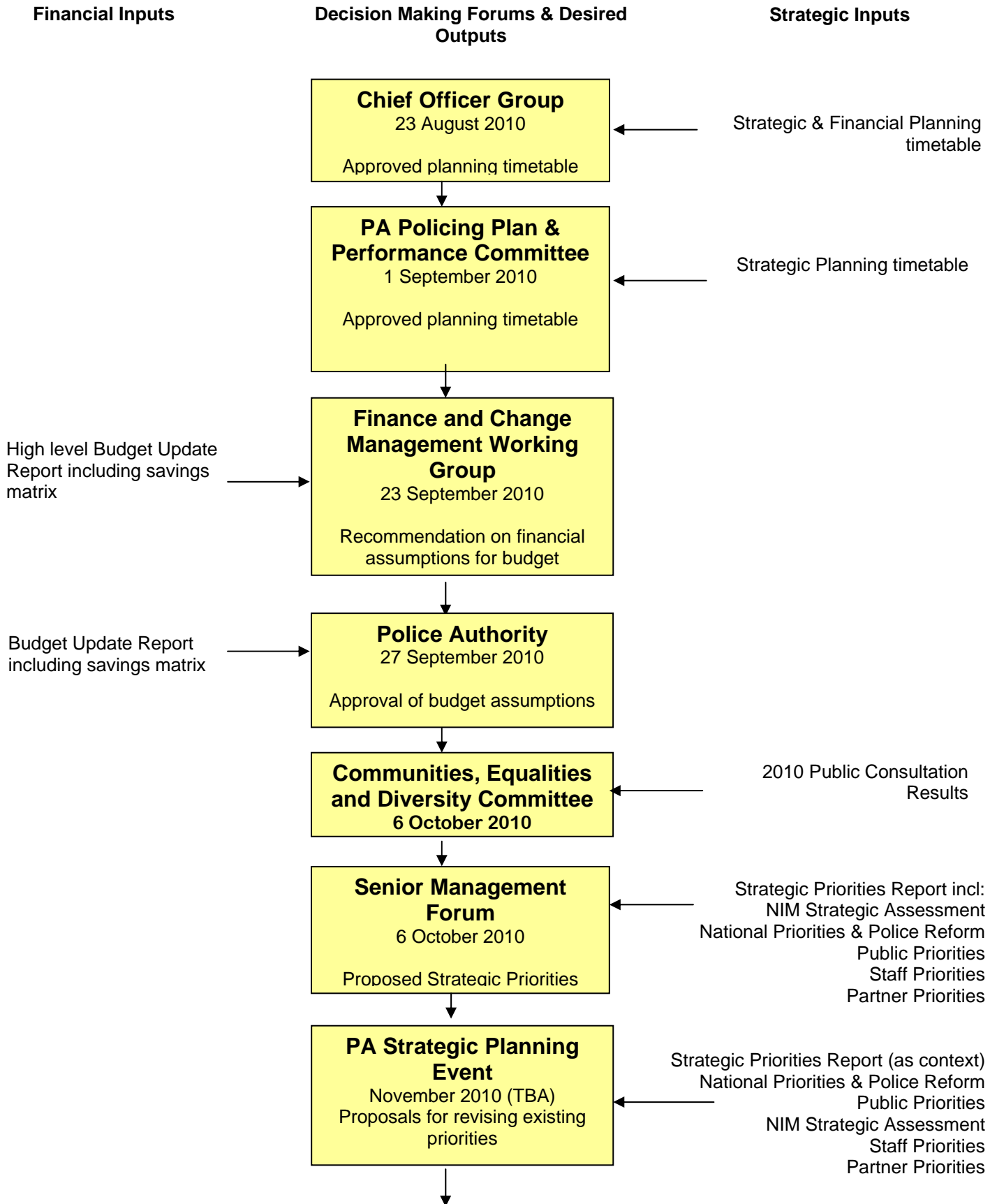
on the development of the budget, priorities and strategic work programme, rather than the presentation of the document itself and so it is planned that members of this committee will see the draft document in January.

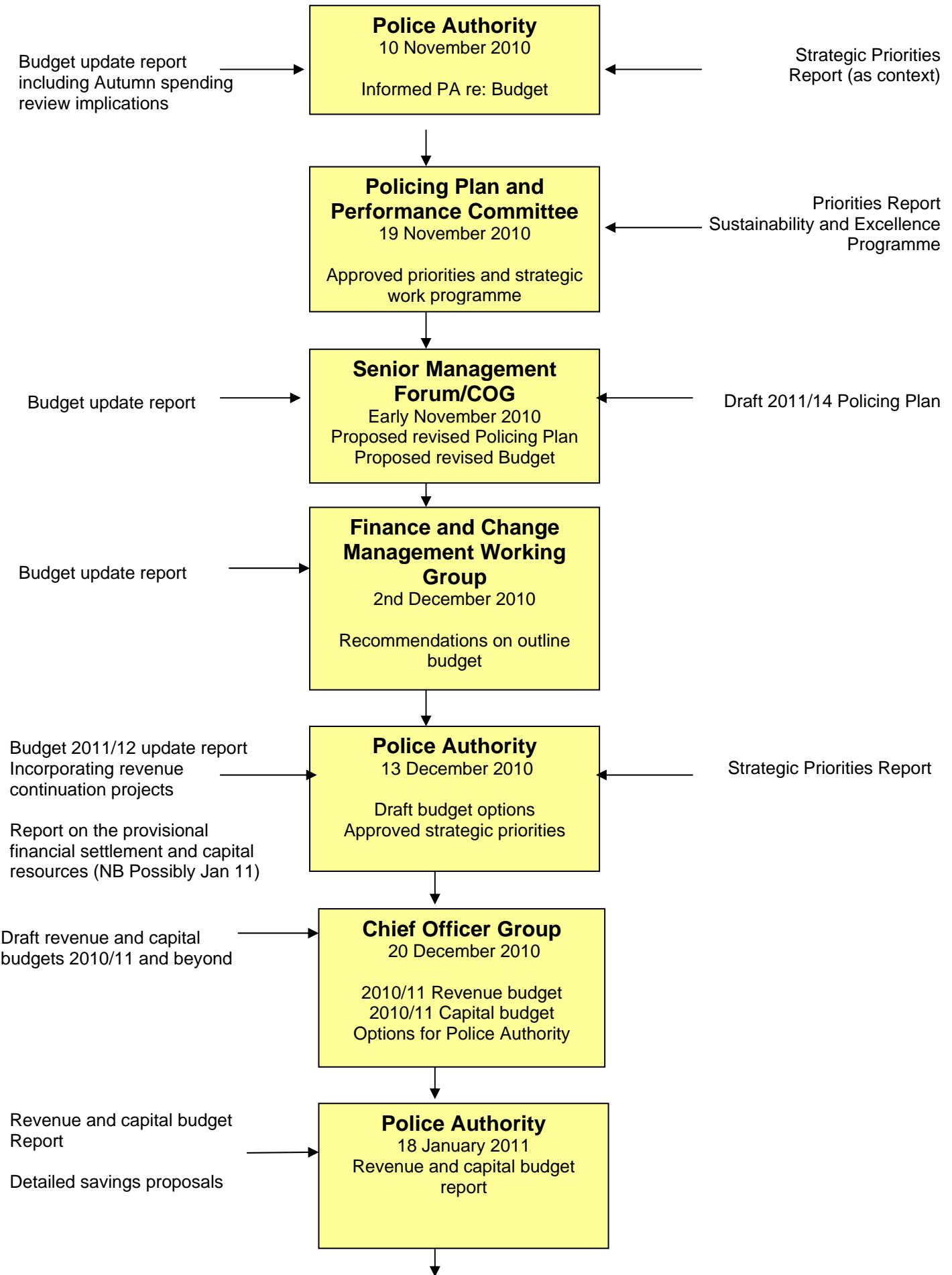
- 3.7 Consulting partners is a key part of the process of identifying priorities for the coming year and it is again proposed that the Authority's and Constabulary's involvement in partnerships be used to identify these. In addition, the Chairman and Acting Chief Executive of the Authority will be meeting with the County and District Councils and the results of these discussions will be fed into the process. This will also be supplemented by use of Crime and Disorder Reduction Partnerships strategic assessments. The review of the Authority's Community Engagement Strategy will help to inform the focus of any additional public consultation on priorities and the budget, on top of the summer consultation survey.

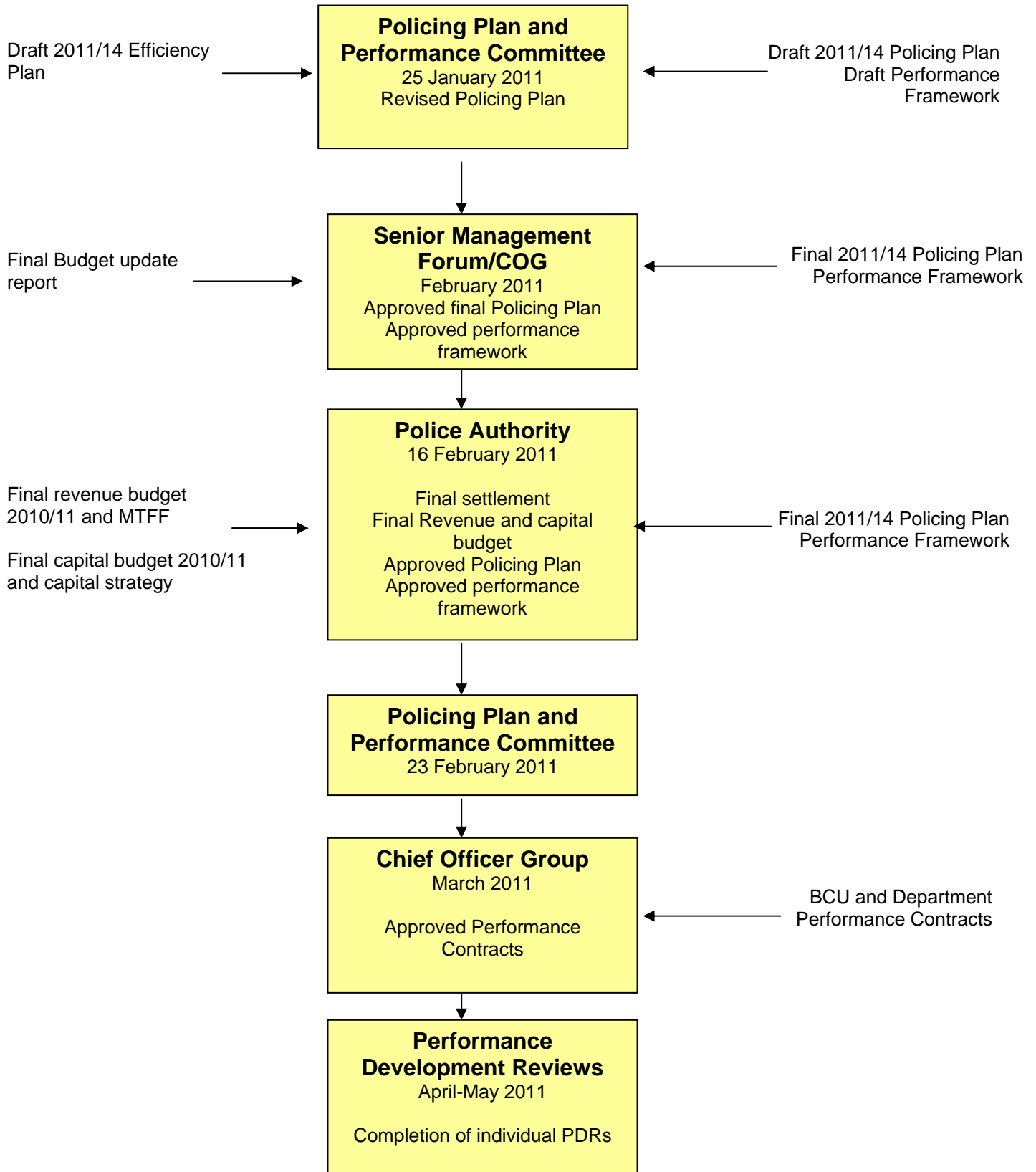
Presentation of the Plan

- 3.8 The recent inspection of the Authority suggested that members may wish to consider revising the presentation of the Policing Plan to focus more on public priorities and how they will be met. Another area questioned by the inspectors was how the Authority holds the Constabulary to account for its delivery of activities within the plan, in terms of their successful achievement of desired outcomes, to timescale and on budget. Whilst the inspection team appear to have been satisfied that the Authority's oversight of the strategic work programme and performance framework provided this, this was not clear to them from the published Policing Plan.
- 3.9 The Authority has, in the past, taken the decision to present the Plan in a simple, easy-to-read format and has therefore not included an action plan. It is recommended that this approach be continued but potentially the main plan being focussed more around a 'you said, we will do' style. Members may feel that the engagement activity undertaken by the Authority and its role in ensuring this is taken into consideration should be made clearer in the plan.
- 3.10 The Authority should also provide greater scrutiny of the development of the strategic work programme, as well as its existing monitoring of this, to ensure the main activities carried out by the Constabulary reflects the priorities agreed and best use of resources. This can be achieved through the Authority's involvement on Constabulary Boards, as proposed above.

Strategic and Financial Planning cycle







5 Race Equality / Diversity Implications

There are no specific implications arising from this report.

6 Risk Management Implications

Cumbria Police Authority has a statutory duty under The Police Act 1996 to monitor the performance of the police force maintained for its area. The Authority is also responsible for establishing and monitoring local policing priorities.

**Craig Mackey
Chief Constable**

24 August 2010