



Cheshire
Police Authority

Business Plan 2009/10



Chairman's/Chief Executive foreword



I am pleased to introduce the second Business Plan of the Authority, setting out how the organisation will develop over the coming year. In formulating the Plan, Members have been heavily involved in identifying the key areas for attention, taking into account the views of stakeholders and the public, together with new legislation and requirements on the Authority.

This year sees the introduction of police authority inspections and the Authority and I welcome this innovation which will not only enable police authorities to prove their added value to policing, but also ensure that we can address those areas where we are judged to have weaknesses. I therefore believe that this Plan is a vital tool in enabling us to develop our services further over the coming year and ensure that we are fully prepared for the inspection regime.

I hope that you find this document useful and would welcome any comments you may have.

Margaret Ollerenshaw
Chairman



Welcome to the 2009/10 Business Plan of the Authority. The Authority's staff and I have worked hard over the last year to deliver the actions set out in last year's Plan, and the new Plan builds on that hard work. It sets out the key actions that we need to deliver this year to ensure that the Police Authority continues to deliver a quality service to the public and supports the policing of Cheshire.

The Police Authority plays a key role in the governance of policing in Cheshire and the forthcoming inspections will hopefully allow us to showcase some of the work that we undertake in that role. I hope the Plan gives you a flavour of the work that we do, and would be more than happy to discuss any element of the Plan with you.

Mark Sellwood
Chief Executive

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Key functions of the Police Authority

No one body is in overall control of policing in England and Wales. The current governance arrangement involves chief officers (Chief Constables) of police, police authorities and the Home Secretary - commonly known as the 'tripartite arrangement'.

The Home Secretary is answerable to Parliament and to the public for the provision of an efficient and effective police service. On an annual basis the Home Secretary sets strategic policing priorities, which provide the strategic direction for the police service for the year ahead. This year, the Home Secretary has set a single performance measure for the police, which will seek to measure the level of confidence the public have in their police service. In addition, the Home Secretary has introduced the Policing Pledge, which establishes minimum standards the public can reasonably expect from their police service. Further details of the Pledge can be found at www.cheshirepa.police.uk/documents.

Chief Constables retain overall operational independence and are responsible for the direction and control of the force, including police staff, and day to day financial management.

Police authorities have a statutory duty to maintain an efficient and effective police force for the area and to hold the Chief Constable to account for the exercise of his functions and those of persons under his direction and control. The Authority undertakes a wide range of responsibilities to ensure policing in Cheshire is efficient and effective. Below are just some of its key roles, which are to:-

- **Set the policing precept and police budget**
- **Ensure arrangements are in place within the Force for proper financial management**
- **Appoint the Chief Constable and other chief officers**
- **Oversee professional standards and complaints issues within the Force**
- **Ensure that the local police force keeps improving, including receiving Her Majesty Inspector of Constabulary's (HMIC) inspection reports and responding to them about implementing recommendations**
- **Consult the local people and ensure that their views are reflected in the nature and style of policing and local policing objectives**
- **Set local policing objectives within the national framework set by the Home Secretary, and publish plans and reports about the policing of their area**
- **Work in partnership with other public bodies to reduce crime and disorder and the fear of crime**
- **Hold the Chief Constable to account for force performance against plans and budgets**

Mission, Vision, Aims and Values

The Authority reviews its Mission, Vision, Aims and Values on an annual basis, taking into consideration issues raised through engagement with key stakeholders, to ensure that its work remains focused on the Constabulary providing an efficient and effective police service for the people of Cheshire.

Mission To work in partnership with Cheshire Constabulary and others to create safer communities; and increase confidence and satisfaction in policing.

Vision To ensure an efficient and effective police service, that is built on neighbourhood policing, tackles all levels of criminality, and makes the citizens of Cheshire safe and feel safer.

Aims

- To assist in achieving a consistently high performing force
- To ensure improvements in performance and scrutiny, underpinned by robust governance structures and appropriate Members' support
- To provide better and more effective engagement with stakeholders
- To improve partnership working (both with the Constabulary and externally)
- To be a community leader in policing and community safety

Values

Independence: as appointed representatives of the community it serves, the Authority will act as an independent body responsible for ensuring that the Constabulary delivers an efficient and effective police service

Accountability: the Authority is accountable to the public and is objective in its decisions in a way that preserves public confidence. In conducting its business of scrutiny and governance, the Authority will act in accordance with the trust that the public places in it

Honesty & Integrity: In conducting business, Members will comply with the Code of Conduct and serve the public interest with honesty & integrity

Inclusiveness: The Authority will work in partnership with the Constabulary, public and private bodies and the community to do all that it reasonably can to prevent crime and disorder and make the citizens of Cheshire safe and feel safer

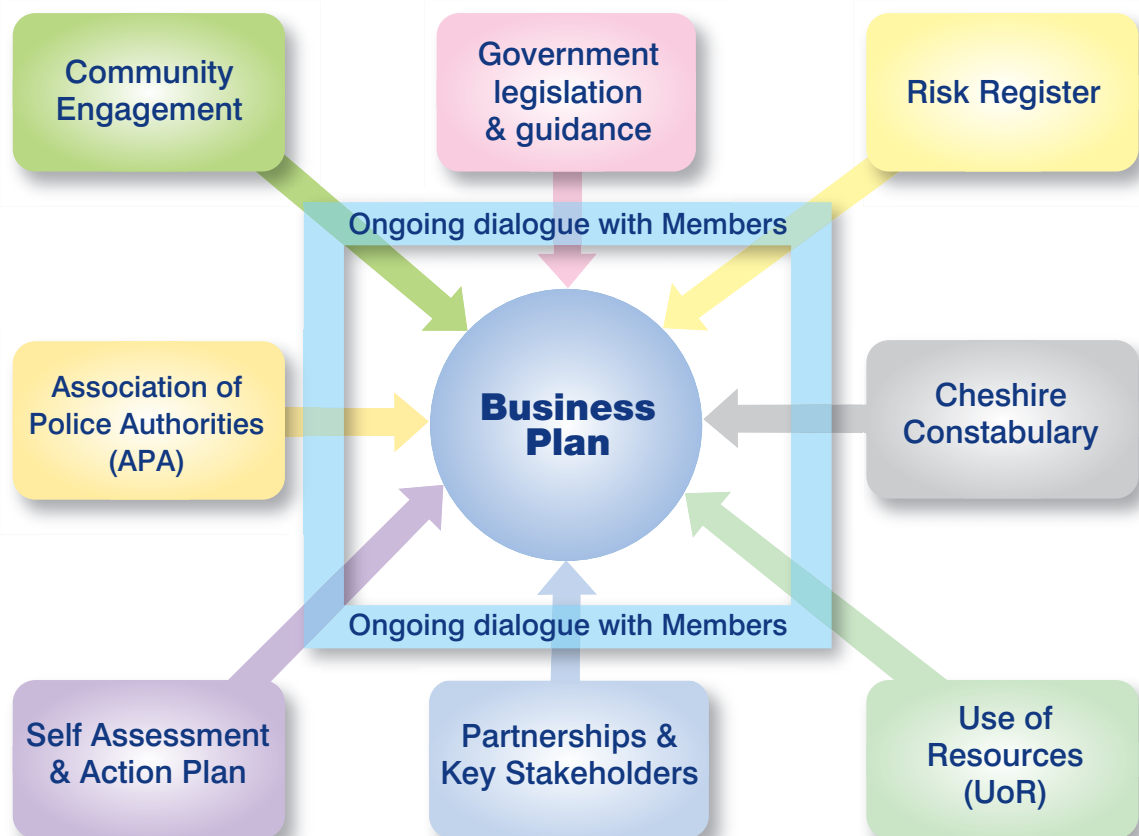
Fairness & Respect: The Authority will treat everyone fairly and with respect for each individual's needs. In doing so, the Authority will comply with equality legislation and in accordance with its duty to promote diversity.

How this Plan is formulated

The Authority's Business Plan sets out the actions for the Police Authority to deliver its key role of holding the Chief Constable to account for the delivery of an efficient and effective police service. It is distinct from the Policing Plan in that it focuses on the actions of the Authority itself, and the structures and processes needed to enable the Authority to function effectively.

In developing the Business Plan, the Authority receives information which helps inform its Plan from a number of sources, including the public and other stakeholders through its 'Have Your Say' meetings; from Government and in particular the Home Office; the Association of Police Authorities (APA); and of course Cheshire Constabulary. An important part of developing the Plan is bringing together the key issues highlighted in the ongoing self assessment of the Police Authority, together with other key documents such as the Risk Register and the Use of Resources (UoR) report, which highlight those areas for focus and attention.

Key inputs in developing the Business Plan



This Plan is a living document which will be reviewed throughout the year by Members to ensure that the actions detailed within it are addressed and remain 'fit for purpose'.

How we delivered last year's Plan

The 2008/09 Business Plan set out a number of key actions for the Authority to address during the year. The key actions, together with the progress made, are set out below:-

Achieving a consistently high performing force

The Authority has worked with the Constabulary to develop a performance framework for serious and organised crime (Level 2 policing). The Chairman and Vice-Chairman have met regularly with the Heads of Crime Operations and Uniform Operations to be briefed on performance in those departments.

The Authority has continued to work with other authorities in the region and beyond, to explore opportunities for collaboration and joined up working. Greater emphasis has been placed on the outcome of customer surveys in formulating policing objectives and during the year the Authority undertook a significant survey of local people to assist in the development of its Policing Plan for 2009/10.

Robust governance & scrutiny

A comprehensive Authority specific Risk Management Strategy was developed and implemented during the year and the Audit Committee receives quarterly updates on actions taken to address those identified risks. The Audit and Standards Committees roles were extended in specific areas. A number of scrutiny reviews were also completed during the year looking at specific areas of both Authority and Constabulary business.

More effective engagement with stakeholders

Significant promotion of the distinct role and independence of the Authority has been undertaken during the year, with the creation of a new 'brand' and stand alone website to reinforce the independence of the Authority from the work of the Constabulary. A properly actioned Contact Plan has assisted in more effective engagement. Innovative ways of engaging with stakeholders have been identified and developed and used to evidence stakeholders influence over policing priorities.

Improved partnership working

Work has been ongoing with the emerging community safety partnerships in East and West Cheshire to develop the new partnerships in the light of local government re-organisation, whilst the Authority has continued to work with Halton and Warrington in delivering their partnership plans. Analysis was undertaken of Local Area Agreements in formulating the policing objectives.

Community leader in policing & community safety

The Authority continues to work towards increased involvement in the wider partnership agenda and has commissioned work to commence in 2009/10 to explore and enhance its involvement in Local Strategic Partnerships (LSPs). Work has been undertaken with partners in developing the role of the Authority, although progress has been limited to an extent by the ongoing local government reorganisation in East & West Cheshire.

Key actions for 2009/10

This page sets out the key areas on which the Authority will focus its attention during the year and how they align to the aims of the Authority. A detailed action plan setting out how these areas are to be met will be developed for scrutiny by Members.

Police Authority inspections

As part of the drive to continually seek improvements in its governance and scrutiny processes, the Authority will undertake a rigorous self assessment of its work to ensure that it is fully prepared for the start of the police authority inspection process, and also assist in preparation for the Comprehensive Area Assessment (CAA) and Use of Resources (UoR) processes. This will result in a detailed action plan to address areas for improvement and Members will be regularly updated and involved in the work prior to commencement of the inspection process. A continued dialogue with the Constabulary on financial and governance processes will ensure the Authority is in a strong position in terms of its scrutiny of resources.

Impact of the Policing & Crime Bill

The Policing and Crime Bill will introduce significant pieces of new legislation impacting on both the work of the Authority and Constabulary. The Authority will undertake an assessment of the impact of the Bill on the police service in Cheshire, including monitoring compliance with the Policing Pledge. The Authority will review how it can support the Constabulary in delivering the Policing Pledge and improve the public's confidence in policing.

Partnerships

The Authority will continue to develop positive relationships with the various partnerships throughout Cheshire, building on the work undertaken during the local government reorganisation in Cheshire East & West, and further strengthening links in Halton & Warrington. This will enhance our role in partnership working, including a lead role in engagement, and involvement in local delivery arrangements. The Authority will also seek a better understanding of Local Strategic Partnerships and a more consistent representation at the appropriate level.

New membership

Following local government reorganisation, a number of new Members joined the Authority at the start of the year. We will work towards embedding the new Members into the organisation and ensuring the continued smooth running of the Authority during this period of change. New Members will be provided with the support and training necessary to enable them to fully carry out the role of a Member. The Authority will continue to develop positive relationships between Members and the new Chief Constable.

Members' Development Process

The Authority will implement a Members' Development Process and sign up to the declaration of commitment to the principles included in the North West Charter, to evidence the Authority's commitment to ongoing Member development.

Other actions for 2009/10 and beyond

Set out below is a series of actions which underpin the key areas for attention set out on page 6, together with the timescale in which it is envisaged the actions will commence.

Short term objectives (to be completed by end of March 2010)

- Development of a strong relationship between Members and the new Chief Constable
- Promotion of the Authority to both an internal & external audience, including key stakeholders
- More pro-active involvement in Crime and Disorder Reduction Partnerships (CDRPs), Children's Trusts and Local Strategic Partnerships, including lead role on community engagement strand
- Monitoring of compliance against delivering the Policing Pledge
- Undertake a review of the self assessment Action Plan and report regularly to the Authority's Improvement Panel
- Review of capacity of the Police Authority office, building on the benchmarking work commissioned by the Association of Police Authority Chief Executives (APACE)
- Work towards the development of a single Equality Scheme
- Prepare the Authority for the forthcoming inspection process, including CAA and UoR, and liaise with other authorities as the process develops
- Scrutiny of key partnership involvement and enhancement of effectiveness of police authority contribution
- Embed the Level 2 performance framework, including counter terrorism diagnostics, ensuring proactive member oversight
- Roll out of the Members' Development Process with a view to signing up to the North West Charter
- Refresh of Contact Plan to include ongoing review of diverse range of engagement methods

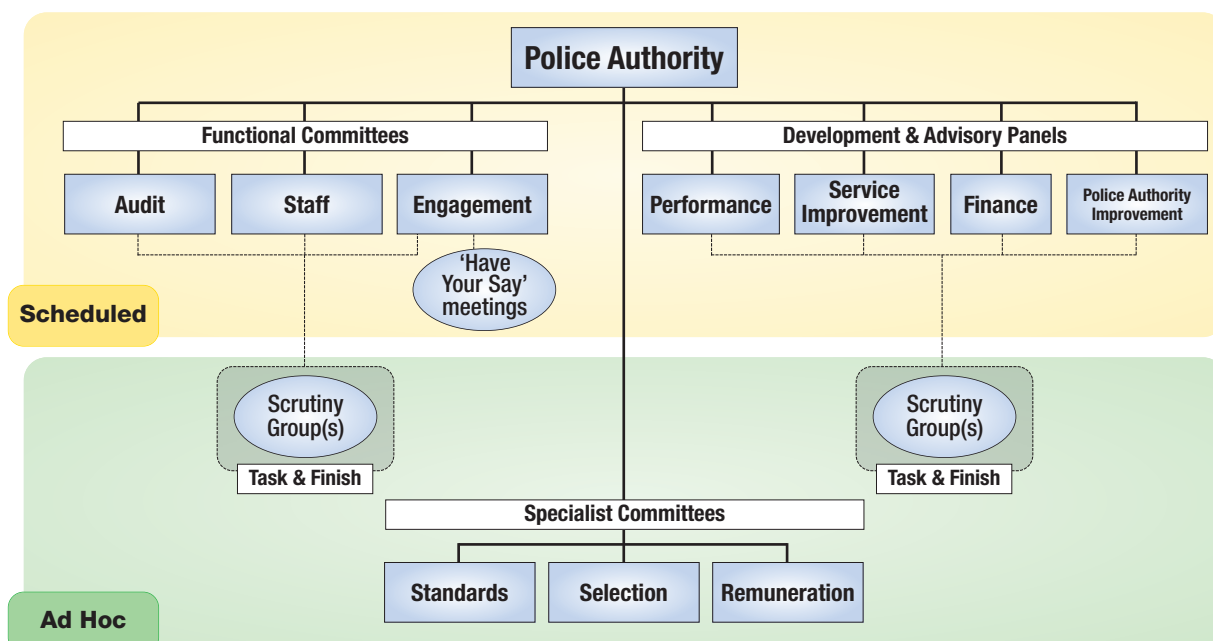
Continuous Improvement (ongoing)

- Continued oversight of collaborative working between forces in the North West
- Ongoing dialogue with partners and key stakeholders on policing objectives
- Regional collaboration on training, including standards and custody visiting
- Increased collaborative working with northern police authorities on key issues, including police authority inspections; benchmarking exercise; implications of the Policing & Crime Bill; and the preventing violent extremism agenda (PREVENT)
- Review and rationalisation of information provided to Members
- Ongoing programme of training for Members to ensure all Members are fully briefed on the work of the Authority and Constabulary

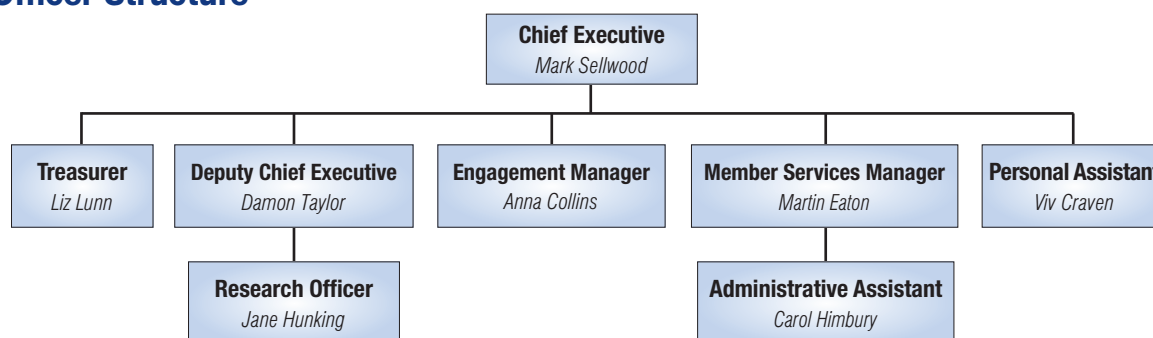
Governance and staffing structures

The Authority has a comprehensive committee and panel structure which enables it to fulfil its role in holding the Chief Constable to account for the performance of the Force. The current structure, set out below, was reviewed by Members in January 2009 to ensure that the structure remained relevant to the needs of the Authority. Members agreed to the formalisation of the Police Authority Improvement Panel which will oversee the work in re-assessing the capacity and capability of the Authority in anticipation of the introduction of police authority inspections in the summer of 2009.

Proposed Committee & Panel Structure



Officer Structure



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