



**Lancashire**  
**POLICE AUTHORITY**

**Your County, Your Police, Your Say**

**Corporate Plan**  
**2007/2011**

## **CONTENTS PAGE**

	<b>Page</b>
<b>1. Introduction</b>	<b>1</b>
<b>2. Executive Summary</b>	<b>1</b>
<b>3. Corporate Plan 2004-2007</b>	<b>2</b>
<b>4. Review of Performance 2004-2007</b>	<b>2</b>
<b>5. Challenges and Issues</b>	<b>3</b>
<b>6. Ambition &amp; Objectives</b>	<b>3</b>
<b>7. Planning Assumptions</b>	<b>4</b>
<b>8. Risk Analysis</b>	<b>5</b>
<b>9. Objectives 2007/2011</b>	<b>6</b>
<b>10. Appendix 1 – SWOT Analysis</b>	<b>9</b>
<b>11. Appendix 2 – Review of Performance 2004/07</b>	<b>11</b>
<b>12. Appendix 3 – Officer Structure</b>	<b>15</b>
<b>13. Appendix 4 – Membership Responsibilities</b>	<b>17</b>
<b>14. Appendix 5 - Committee Structure</b>	<b>19</b>

# 1. Introduction

- 1.1. The Police Authority believes that effective target setting and independent scrutiny of the Lancashire Constabulary's operational performance helps them to focus on continuous improvement as well as making a real contribution to public confidence in local services. We have made good progress on our last plan and in moving forward, we must make sure that the current in-house reviews deliver the expected benefits.
- 1.2. The Police Authority is committed to supporting the constabulary in maintaining its position as one of the highest performing Police services in the Country. This requires effective targeting of Police Authority resources into the areas that have the most impact. It has developed the Corporate Plan to support this objective.
- 1.3. The Police Authority needs to ensure that it is able to deal effectively with the increasing challenges that a dynamic and diverse community demands. To do this it must ensure that it is fit for purpose, is appropriately resourced and targeting its resources to meet objectives.

# 2. Executive Summary

- 2.1. The Corporate Plan sets out the mission and objectives for Police Authority. It outlines the measures the Authority has put in place to improve efficiency and effectiveness; sets out what will be our priorities over the next four years; and outlines the resources needed to support those activities. Our role is to secure the maintenance of efficient, effective policing for Lancashire, which remains focused on local communities and responds to and re-assures community concerns.
- 2.2. Our **primary purpose** is to secure the maintenance of an efficient and effective police force for the Lancashire area and to hold the Chief Constable to account for the exercise of his functions and those of persons under his direction and control.
- 2.3. Our **main responsibilities** are to:
  - consult and engage with the people of Lancashire about policing, antisocial behaviour and the prevention of crime
  - set local policing priorities and challenging targets for achievement
  - monitor and scrutinise policing performance
  - secure continuous improvement in policing
  - publish an annual policing plan which tells local people what they can expect from their police service
  - publish an annual local policing summary which reports on performance achieved
  - set and monitor the police budget and decide how much council tax local people should pay for policing in Lancashire
  - co-operate with other constabularies, where this is in the interests of efficient and effective policing
  - appoint the Chief, Deputy and Assistant Chief Constables
  - oversee complaints made against the police
  - work with local partners (eg Community Safety Partnerships and local authorities)
  - manage an independent visiting scheme
  - carry out our responsibilities having due regard to the equality duties

### **3. Corporate Plan 2004/2007**

The Police Authority has reviewed the aims set out in the last Corporate Plan and believes that these have been achieved.

### **4. Review of Performance 2004-2007**

4.1. The Authority had five main priority areas in the last corporate plan. The priority areas were to:

- Implement a new consultation strategy to reach out more effectively to the people and communities of Lancashire
- Improve the resource base of the Authority
- Improve the visibility of the Authority
- Respond to current challenges to the way the Authority deals with diversity issues
- Improve Member and officer training
- Improve the way in which Performance is monitored

4.2. Performance on all of these has been good, and the initial objectives in all areas have been achieved. Further details are included at Appendix 2.

4.3. What changed along the way?

4.3.1. As well as the Police Authority responsibility to ensure that the Constabulary delivers effective and efficient policing in Lancashire and that the Authority holds the Chief Constable to account for this, we now have had an added key function. This requires us to ensure that there is effective and appropriate collaboration. The changes to the “best value” regime also leave the Authority with a responsibility to ensure that we are monitoring and driving continuous improvement, through the performance framework. We have also seen a considerable broadening of the Diversity agenda.

4.3.2. Partnership working between the Authority and the Constabulary is truly embedded as a feature of the way we work. This has meant that there are many more working groups in place now in the Constabulary and that members’ workloads have increased, as have the skill sets that are required.

4.3.3. This year is a period of transition for the Authority. Reviews into the Authority’s structure, resource needs and operating model are underway to ensure that the Authority faces the next four years as a modern fit for purpose organisation.

4.4. What do we need to carry forward?

Some objectives have been delivered during the life of the last plan, but the need for them to continue as priorities remains. We will continue to have a healthy focus on sustainable change, capturing and addressing community concerns maintaining a critical analysis of our strengths and weakness, maximising on the opportunities whilst addressing any threats that the Authority may face over the four year period.

#### 4.5. Planning Changes

The Authority is streamlining its planning process and is working with Constabulary to achieve this. Since the last plan came into force, we have developed our business planning processes to help us to match responsibilities to resources and our corporate plan has changed to reflect this.

### 5. Challenges and Issues

- 5.1. There have been a number of challenges and issues facing the Authority over the last year. These include changes in key personnel in both the Constabulary and the Authority. These inevitably impact on effectiveness, but we hope that they will allow us to establish a more solid base for delivering the broader remit of work that the Authority is now expected to cover.
- 5.2. The Authority has considered a number of factors which influence the approach taken in response to the challenges it faces including: ensuring effective Member development; providing a proactive and robust support structure for performance management; identifying and consulting on areas of concern to communities and local people; embedding effective risk management into the Authority.
- 5.3. Other challenges facing the Authority include the development of additional capacity within the Police Authority secretariat. The Chief Executive's office is also expected to provide advice and responses on good practice and the development of local and national policy and to engage in training, either through direct provision or through materials and resources for others to use.
- 5.4. The Authority needs increased organisational capacity, flexibility and adequate resources to carry out these tasks and to encourage effective community engagement to become an integral part of the Authority's role.

### 6. Ambition and Objectives

- 6.1. The Police Authority has reviewed its ambition and strategic objectives and has agreed that these are still valid. The ambition and strategic objectives are reviewed annually through the Policing Plan and reported on in the Chief Constable's Annual Report and the Police Authority Annual Report. This information is conveyed to every household in Lancashire through the Local Policing Summary.
- 6.2. Over the next four years we aim to streamline this process and give better communication to all of our stakeholders.

#### **Lancashire Police Authority Ambition**

**“The ambition of Lancashire Constabulary is to consistently be the best police force in the country. We will support the Chief Constable to deliver that ambition, in a way that provides best value to people and sees the Constabulary continuously improving its service provision.”**

#### **Lancashire Police Authority Objectives for 2007/2008**

1. **To reassure the public, particularly protecting those who are vulnerable ....**By providing high quality, flexible and responsive policing services which give emphasis to:

Accessibility & visibility  
Anti-social behaviour, including alcohol-related behaviour  
Diversifying our workforce  
Equitable service delivery  
Positive engagement with young people  
Road policing  
Safer environments  
Support of victims & witnesses

2. **To reduce and investigate crime, particularly those offences that are of concern to the public** ....By providing high quality, flexible and responsive policing services which give emphasis to:

Acquisitive crime  
Counter-terrorism  
Crimes arising from prejudice (Hate crime)  
Crimes associated with class A drugs  
Offences brought to justice  
Serious and organised criminality  
Critical incidents and major crime  
Violent crime, including domestic violence

The Authority's objectives for policing are reviewed annually.

## 7. Planning Assumptions

The main planning assumptions are set out below:

- 7.1. In considering workload, the LPA (Lancashire Police Authority) makes the assumption that the main thrust of the performance workload will be driven by the planning process. It will continue to have a need for both formal and informal meetings, committees and working groups.
- 7.2. There will be an increased emphasis on collaboration and joint working, this is true both in relation to the working between constabularies and with other public sector partners. The development of targets that allow different organisations to measure success and report to a multiplicity of Government departments needs to form part of the planning process. It is expected that additional Member development will be needed to support this.
- 7.3. There is a need to increase the capacity of the LPA in respect of performance analysis and to increase the support available from within the Chief Executive's office.
- 7.4. There is a strong assumption that it is the LPA Members who set the policy of the LPA but that they too need support from officers to give effect to that policy.
- 7.5. A continued emphasis on community engagement needs to form part of the planning process and review of the engagement, consultation communication strategies will need to be factored in. Diversity still continues to be a key feature and there needs to be consideration of the resource needs around this area now that it has been mainstreamed into continuous improvement.
- 7.6. The increased emphasis on risk management and the use of the LPA members to provide effective quality assurance rather than first line support will need to be

reflected in the work that is undertaken and also in the member and officer development plans.

## 8. Risk Analysis

An overarching analysis of risk within the Corporate Plan is provided here. One of the tasks within the Business Plan for 2007/8 is the development of effective risk management policies.

### 8.1. Productivity of the Chief Executive's Department

The demanding level of productivity demanded by the plan is dependent upon providing effective officer support. There are currently concerns with regard to the levels of work routinely being undertaken within the Chief Executive's department and an urgent action plan is needed for staff to ensure that sickness absence and potential change in staff turnover do not have a marked impact on productivity.

This will be affected by the Review to be completed before the end of 2007/08 and any potential office moves.

### 8.2. Legal challenge

The LPA faces a number of risks in relation to legal challenges to its work. In the first instance, the LPA is responsible for the oversight of complaints against the Constabulary and specifically in relation to ACPO (Chief Police) officers. This is potentially an area where our decisions could be subject to Judicial Review. The second risk relates to the threat of a judicial review of a decision taken by the Authority. The increasing powers in respect of delegation to individual members means that this risk may be increasing. The third area of risk in respect of any decision to increase Council Tax contribution above the level of any cap that may be in force from Government. The fourth area of risk relates to the conduct of employees and the employment law related disputes that can arise between employees and the organisation.

The Police Authority can take steps, through the imposition of robust policies, procedures and checks, to mitigate the risk of all of these threats. But the risks cannot be entirely mitigated. As the Chief Executive is providing some of the legal advice and decision making to the Police Authority, one of the mitigation steps will be to keep separate the roles of Chief Executive and Monitoring Officer.

### 8.3. Succession Planning

There is a risk that the LPA may be affected by proposed changes to the composition of Members. It is anticipated that Regulations will be made in early 2008 to enable the changes to be implemented and that new Independent Member appointments will come into effect from 1 October 2008.

There is a need to ensure that all members are able to make a full contribution to the Police Authority as soon as they are appointed. This means that a traditional local government approach which allows members to spend time as "back bench" members and learn and observe is no longer fit for purpose. This risk will be mitigated by the continued development of member capacity and an increased emphasis on learning and development.

#### 8.4. Performance Monitoring

Performance Monitoring is a key part of the LPA role and needs to receive a high priority to ensure that it is effectively delivered. This will be a thread running through a number of the objectives within the organisation. There will be detailed proposals within each year's business plan to seek to mitigate this risk.

#### 8.5. Reviews of Police Authority

The reviews are underway and are designed to ensure that the LPA is fit for purpose and can meet the increasing demands needed for effective, strong governance. They do represent substantial potential change and represent risk in terms of ineffective implementation and additional change being experienced by staff and members.

#### 8.6. Possible Relocation

By July 2008 it will be necessary to take a decision in respect of the current premises. Increasing space requirements together with additional emphasis on the importance of accessibility for members and officers mean that it will be necessary for the Police Authority to have considered all of the options by May 2008.

## 9. Objectives 2007/2011

#### 9.1. Continuous Improvement

The Lancashire Police Authority is the body responsible for ensuring the provision of effective and efficient policing. We are charged with securing effective collaboration between partners and obtaining and representing the views and wishes of the diverse people who live, work, visit and travel through Lancashire. We will do this by holding the Chief Constable to account for the performance of the constabulary, by ensuring that continuous improvement is embedded within the constabulary's processes and by consulting with all interested stakeholders.

In order to achieve this we will:

- Take an objective view of what our business really is
- Review all of the Authority structures and workloads to make sure we are fit for purpose for the future and new challenges
- Match our resources to our workload
- Enable a robust evaluation of the added value of work undertaken by the Police Authority and include the Constabulary view of our effectiveness

#### 9.2. A revised consultation and community engagement strategy

We will revise the way we consult with our customers, and devise effective ways of utilising the results of these consultations to inform and embed good practice. The revised strategy will include both external and internal communications issues from our existing communication strategy.

### 9.3. Scrutiny Function

A widened and strengthened scrutiny function, defining clearly what this means and what the LPA will achieve by more effective scrutiny

This will involve developing additional member and officer capacity for managing performance and linking specialist member roles to areas of performance.

### 9.4. Sustainability of performance

This is a key part of the LPA's plan and will include effective Member development and succession planning. This will be linked to the delivery of the Constabulary's Sustaining Excellence programme and will ensure that the Authority can deliver value in embedding good practice and driving learning cultures in the LPA and constabulary to ensure continuous improvement.

### 9.5. Enabling effective delivery of the Lancashire Constabulary Policing Plan

Under this heading we would expect to:

- be clear about what we mean by effective and translate this into performance indicators and targets (where appropriate)
- improve our risk and performance scrutiny
- find ways of evidencing impact /outcomes
- improve communications.

### 9.6. Develop and improve collaboration

Taking into account such issues as:

- Closing the Gap
- the wider community concerns and implementing consultation requirements
- synergy with the constabulary
- effective partnerships and Local Area Agreement and Multi Area Agreement
- contributing to the performance information across partnerships.

### 9.7. Equality and Diversity

Development of the Authority's oversight of Constabulary business and its own arrangements, with emphasis on:

- the development of Single Equality Schemes (Authority and Constabulary)
- the review of the Authority's impact assessment processes
- the retention and progression of minority staff
- oversight of compliance with human rights legislation.

**December 2007**



<b>LANCASHIRE POLICE AUTHORITY CORPORATE PLAN 2007/2011 SWOT ANALYSIS</b>	
<p><b>Strengths:</b></p> <p>Good working relationship with the Constabulary</p> <p>Operates on a non party political basis</p> <p>Effective scrutiny arrangements and commitment to performance management and continuous improvement.</p> <p>Good overall calibre of Members with a diverse range of skills and knowledge</p> <p>Effective Chief Executive's department</p> <p>Well regarded nationally</p>	<p><b>Opportunities:</b></p> <p>Police Authority Review (member and officer structure and operation of the business) to give more effective use of resources.</p> <p>Capacity Building for Members and officers</p> <ul style="list-style-type: none"> <li>• Application for the Member Development Charter</li> <li>• Increased emphasis on outcomes for Members and officers</li> </ul> <p>Skills audit and Independent Member recruitment</p> <p>Clear Police Authority Planning Process – Corporate and Business Plans linked to Constabulary planning processes.</p> <p>Collaboration and joint procurement</p> <p>Influencing National and Local Priorities</p> <ul style="list-style-type: none"> <li>• Partnership Working</li> <li>• Comprehensive Area Assessment Process</li> </ul> <p>Risk management</p>
<p><b>Weaknesses:</b></p> <p>Ineffective use of member and officer time and skills to meet the increasing volume of work and new duties:</p> <ul style="list-style-type: none"> <li>• Need to reduce duplication</li> <li>• Internal communication</li> <li>• Communication of information from boards and Members</li> <li>• Need to free up additional officer and member time</li> </ul> <p>Additional investment needed in member training and development and member succession planning</p> <p>Insufficient dedicated officer support on policy and performance issues</p> <p>Low resource base due to low council tax levels</p>	<p><b>Threats:</b></p> <p>Failure to engage with Comprehensive Area Assessment process</p> <p>Budgetary pressures</p> <p>Future loss of experienced Members (and uncertainty around forthcoming regulatory changes to independent member appointments)</p> <p>Workload pressures on Members and staff</p> <p>Current structure and operation of the Authority</p> <p>Risk management</p> <p>Increased resource demands from changing and emerging local communities</p>



LANCASHIRE POLICE AUTHORITY  
CORPORATE PLAN 2004 2007

**4. Developmental Objectives**

4.1 Implement a new consultation strategy to reach out more effectively to the people and communities of Lancashire **Objective achieved**

Measurables : the extent to which the Authority engages with currently under-represented groups in our consultation arrangements, particularly young people, ethnic minorities, and business.

Timescale: one under-represented group to be drawn in per year.

**Current Position**

- The Authority has consulted directly with a range of under-represented groups during the past 3 years including Lancashire's business community, young people in schools and those within the criminal justice system and with disabled residents and representative groups. The consultation has been mainstreamed into the Authority's business.
- Two specific research projects with black and minority ethnic communities have been conducted to drive internal and constabulary practice and performance. This has become an integral part of the Authority's work and outcomes drive decision-making.
- A new user friendly website, including a BSL version has been created where views from local people can be submitted by visiting the Authority's website ([www.lancspa.gov.uk](http://www.lancspa.gov.uk)),
- New approaches to community engagement have been introduced including having stands at community events and community venues to gain views.

4.2 Improve the resource base of the Authority - **Objective achieved**

Measurables: the extent to which the Authority's council tax approaches the average of all shire police authorities

Timescale: rise in league table position to be achieved each budget year

**Current Position**

The Authority has been successful in improving the resource base for policing in Lancashire. The Authority has moved closer to the average band D council tax for Shire Police Authorities and improved its league table position from the fourth lowest band D council tax in 2004/05 to the seventh lowest in 2007/08. The resources available to the Authority have increased from £226.896m in 2004/05 to £252.645m in 2007/08.

#### 4.3 Improve the visibility of the Authority – Objective Achieved

Measurables: improvement in awareness of the Authority reported through citizens' panel and other surveys; number of website hits; attendance at consultation meetings

Timescale: improvement to arise throughout the period of the plan.

##### **Current Position**

- The Authority has prioritised this area and there has been increased media understanding and coverage about the activities of the Authority.
- New publications have been introduced - Dialogue, Local Policing Summary, ACE Newsletter, postcards/comment cards that educate the reader about our role and encourage further dialogue.
- A new website has been created which showcases the Authority and hits/unique visitor numbers have increased throughout the timescale of this plan.
- A full re-brand has been undertaken to give the Authority a strong visual identity.
- New consultative activities have been strongly supported with people having a greater awareness of who we are and the roles we undertake.
- All new Constabulary recruits receive a Police Authority presentation about the Authority's role, responsibilities and structure.

#### 4.4 Respond to current challenges to the way the Authority deals with diversity issues – Objective achieved

Measurables: fully compliant Race Equality Scheme and arrangements for the recording of stops; achievement of targets for minority ethnic recruitment

Timescale: New stops and RES arrangements in place by April 2005 and May 2005 respectively, followed by regular review and monitoring; recruitment as per targets in annual plan

##### **Current Position**

- The LPA has refreshed its approach to diversity and has introduced emphasis on mainstreaming consideration of equalities matters. This has been done formally through committees, Member Special interest roles and by nominating staff to look at equality issues as part of their core work.
- Performance scrutiny of both the Constabulary and the Authority in relation equality and diversity has expanded considerably.

##### **2005 :**

- Race Equality Scheme refreshed in accordance with CRE guidance.
- Race equality screening and full impact assessment processes introduced and 127 functions screened to assess their relevance to the race equality duties.
- Oversight of stops commenced through a joint Authority/Constabulary Working Group.
- Joint/Authority and Constabulary Staff Consultative Forum established. Diversity issues are considered by the Forum.

##### **2006:**

- First 3 year Disability Equality Scheme and action plan consulted and published.
- Community and Race Relations/Diversity Induction and refresher training for members and staff updated, and delivered with input from community representatives.

- Age discrimination regulations considered, action plan and briefings developed and implemented during 2006 and 2007.
- Stops data monitored through the annual Blueband report as well as at the Constabulary's divisional and strategic Independent Advisory Groups (IAGs). LPA represented at IAGs meetings when stops monitoring is undertaken.

## 2007

- First 3 year Gender Equality Scheme and one year Action Plan developed and published.
- Target for the recruitment of BME police officers achieved for the first time in March 2007 (6.6% achieved against a target of 6%).
- Independent Custody Visitors' conference in April 2007 considered impact of gender, disability and religion/belief on people in custody.
- Members, staff and volunteers surveyed to enable the Authority to commence monitoring in relation to the six equality strands.

### 4.5 Improve the training and development of members and officers – Objective achieved

Measurables: training strategy for members; PDR scheme and associated training plan for officers

Timescale: both in place by April 2005.

#### **Current Position:**

- Training Strategy and accompanying Annual Training Plan developed in 2004 and approved by the Authority.
- Staff Performance development review process introduced across the team on a phased basis since 2005.

### 4.6 Improve the way in which the Authority scrutinises policing performance in Lancashire – Objective achieved

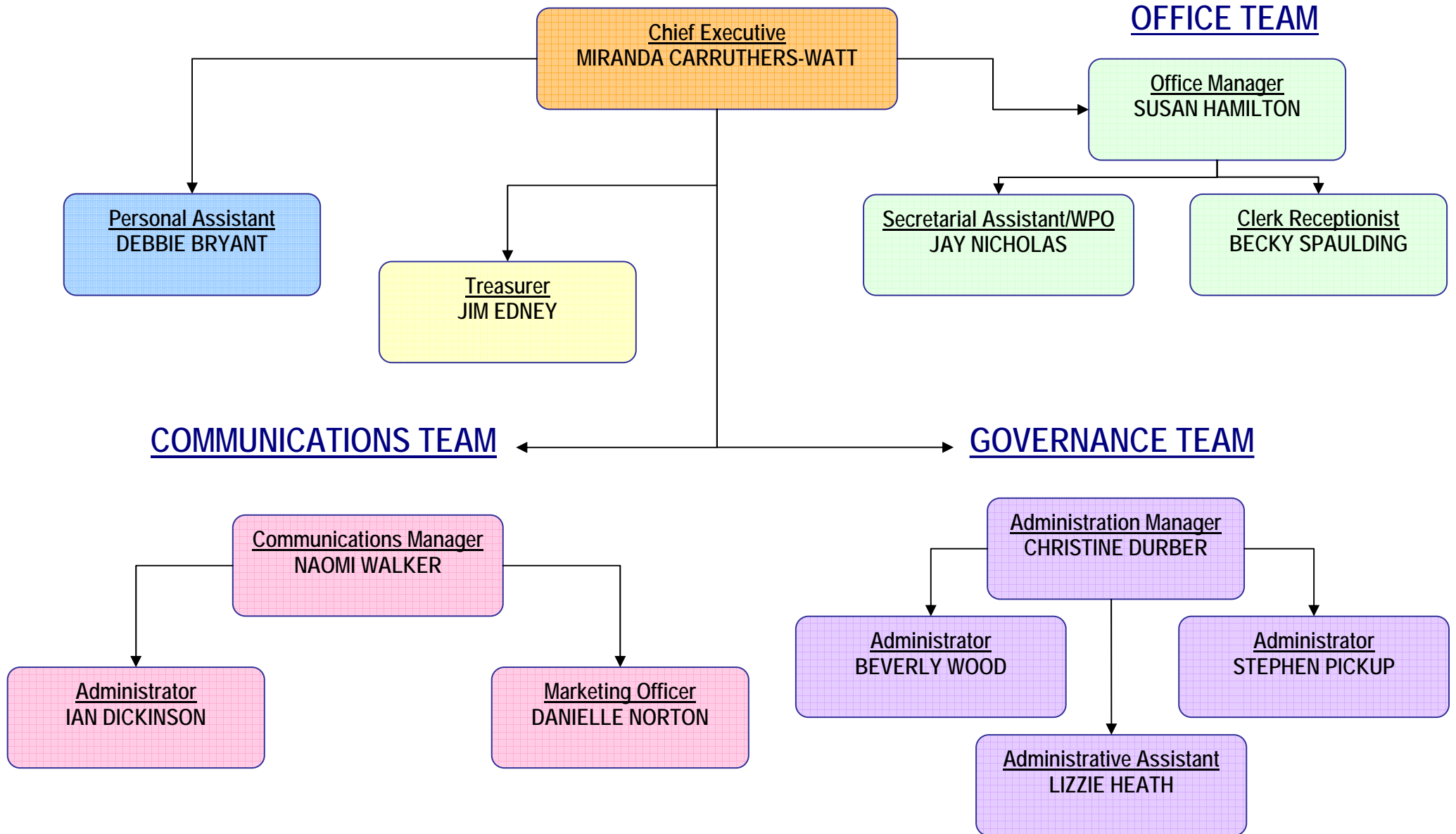
Measurables: extent of constructive challenge to Constabulary on performance issues; extent of Authority take-up of performance training and its use of new performance data (iQuanta, ABC etc); fully compliant efficiency plan

Timescale: continuous

#### **Current Position**

- Performance Scrutiny Group established to have oversight of strategy and responses to performance monitoring.
- The Authority received a "Good" grade from the Audit Commission on the Police Use of Resources with an "Excellent" grade for Value for Money. It was complimented by the Audit Commission for its involvement in ensuring that data collection was sound. The Constabulary Efficiency Plan contributed to this grading.
- The Quarterly Performance Bulletin provides headline information about each indicator. Detailed analysis is provided by exception where performance is below what would be expected. Members have access to performance information through iQuanta.
- 17 members and 4 staff received Performance Management Training.







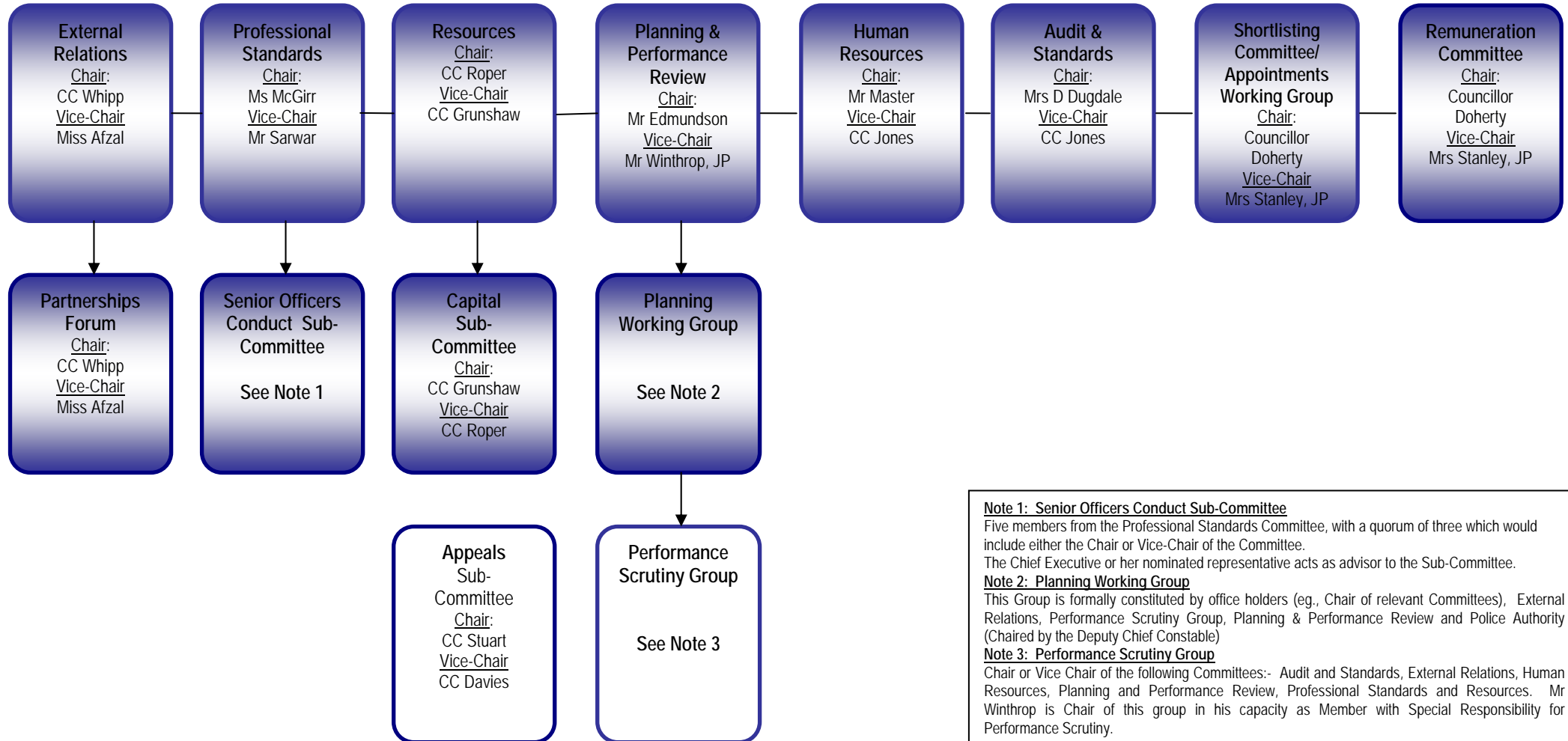
## APPENDIX 4 – MEMBER RESPONSIBILITIES

<b>ALLOCATION OF SPECIAL INTERESTS 2007/08</b>	
<b>Special Interest</b>	<b>Member</b>
Consultation and Communication	Mr Sarwar
Diversity: Age, Disability, Sexual Orientation	Ms Sumner JP
Diversity: Gender, Race, Religion and Belief	Miss Afzal
Domestic Violence and Child Protection	County Councillor Penney
Independent Visiting	Mrs Stanley, JP
Minority Engagement	County Councillor Jones
Minority Recruitment	Mr Master
Quality Counts (including call handling)	County Councillor Whipp
Performance Scrutiny (including continuous improvement and efficiency plans)	Mr Winthrop, JP
Training	Ms McGirr
Victims and Witnesses	Mr Winthrop, JP
<b>Focal Point Interest</b>	
Drugs	Ms McGirr
Health and Safety	County Councillor Stuart
Information Technology	County Councillor Roper
Protective Services	Councillor Doherty County Councillor Roper Mrs Stanley JP
Training	Councillor Bell





## COMMITTEE STRUCTURE ~ 2007/2008



**Note 1: Senior Officers Conduct Sub-Committee**  
 Five members from the Professional Standards Committee, with a quorum of three which would include either the Chair or Vice-Chair of the Committee.  
 The Chief Executive or her nominated representative acts as advisor to the Sub-Committee.

**Note 2: Planning Working Group**  
 This Group is formally constituted by office holders (eg., Chair of relevant Committees), External Relations, Performance Scrutiny Group, Planning & Performance Review and Police Authority (Chaired by the Deputy Chief Constable)

**Note 3: Performance Scrutiny Group**  
 Chair or Vice Chair of the following Committees:- Audit and Standards, External Relations, Human Resources, Planning and Performance Review, Professional Standards and Resources. Mr Winthrop is Chair of this group in his capacity as Member with Special Responsibility for Performance Scrutiny.

