



**Lancashire**  
**POLICE AUTHORITY**  
Your County, Your Police, Your Say

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# **BUSINESS PLAN**

## **2009 - 2010**

## THE EXECUTIVE SUMMARY

This Business Plan sets out the activities that the Lancashire Police Authority regards as priorities for the coming year. The Corporate Plan adopted in 2007 focused on a number of priority areas. We have identified the importance of continuous improvement, a revised consultation and community engagement strategy, improvements to the scrutiny function, sustainability in ensuring effective delivery of the Lancashire Constabulary Policing Plan, developing and improving collaboration as well as ensuring that diversity remains a priority. This Plan is a twelve month snapshot of what is to be delivered towards those medium and long-term priorities and it links to the Authority's key strategic policies and strategies.

This Business Plan is one part of a network of planning documents, and provides clarity to the role and purpose of the Authority and the Members who serve on the Authority. This Business Plan indicates how the Authority intends to add value to the police service in Lancashire.

Lancashire Police Authority (LPA) is a committee made up of elected members, independent members and a magistrate member. It is the role of the Authority to ensure the provision of effective and efficient policing for Lancashire, to set the budget for the Constabulary, to ensure that the priorities of the Police reflect the needs of the people of Lancashire and are effectively delivered.

To reassure the public by dealing with the anti-social behaviour and crime that is of concern while particularly protecting those who are vulnerable by providing high quality, citizen focused policing services which give emphasis to:

- Counter-terrorism
- Violent Crime
- Acquisitive Crime
- Serious and Organised crime
- Substance Misuse
- Anti-Social Behaviour
- Offending and re-offending
- Public Safety
- Service Delivery.

The key activities for the coming year have been framed around the 7 medium term developmental objectives contained in the Authority's 2007/11 Corporate Plan: continuous improvement, sustaining performance, consultation and community engagement, effective scrutiny function, enabling effectively delivery of the policing plan, developing and improving collaboration, and equality and diversity.

The key developmental activities under these objectives are set out in the plan. They focus around improving the Authority's business processes and working arrangements, developing new community engagement, communication and consultation activity, developing and reviewing aspects of the scrutiny function, implementing priority led budgeting and implementing the new Equality Scheme. This plan is a living document and will be amended as the Authority deems appropriate.

This plan is developed by the Chief Executive with involvement from all employees and Members, and will be renewed annually. An electronic form will be updated regularly throughout the year to ensure that progress against plans, changes in priorities or employee details are recorded. This plan will be published on the LPA website.

## SERVICE OVERVIEW

### 2008 - 2009

The Authority has successfully consolidated and embedded the internal changes and reviews that it carried out in 2007/2008. Staff have taken up their new roles and are operating well. The Authority's role within the Strategic CDRP framework is well established and we are continuing with the Secretariat role to the Safer Lancashire Board, the pan Lancashire strategic CDRP. The authority has been able to implement the activities identified on actions plans for improvement in the areas of risk management, good governance and the development of audit and standards functions.

The Authority has continued to develop its influencing role and is represented by Members and Officers at a number of local, County-wide, regional and national bodies. Including the APA Executive and Council, APA Policy Networks and Support Groups and the Home Secretary's Local Delivery Group for Prevent.

#### Successes

- Substantial progress on inter-authority collaboration including short-listing for the APA national Collaboration award 2008
- Regional collaboration of ICV Administrators on the joint Review of ICV schemes.
- Regional Conference for ICVs.
- Regional collaboration on the appointment of Independent Persons on Misconduct Hearings.
- Review of policies and procedures following new Misconduct Regulations in December 2008.
- Authority involvement in the Safer Lancashire Board and Officer Working Group
- Partner in the successful Participatory Budgeting bid for Wyre and Blackburn (£20K)
- Ring fenced fund for CDRPs developed and has been used to develop Youth Engagement project.
- Completed tendering process for new committee software
- Successful completion of the collaboration mapping project for Lancashire Crime and Disorder Reduction Partnerships
- Introduction of Member Development Plans
- Development and introduction of formal Member induction programme
- Conclusion of review of Police Authority Community Meetings and move to new consultation and accountability arrangements
- Continued input into the sustaining excellence programme.
- Successful integration of the efficiency and productivity strategy into the planning processes
- Successful appointment of 3 independent Police Authority Members and 2 independent lay-member appoints to Audit and Standards Committee
- Admin team review of procedures and introduction of revised scheme for re-claiming costs from other organisations.
- Winner of the APA 2008 Recognising Excellence Awards for Innovation for the Website [www.lancspa.gov.uk](http://www.lancspa.gov.uk)
- Successful in securing funding and sponsorship for new youth consultation project - Typecast
- Film produced by the Local Government Channel about LPA and its Partnership work which was showcased at a national good practice conference about partnership working within the crime and disorder framework and shown on sky TV
- LPA invited as guest speakers at both local and national conferences to provide information about our Investors in Policing project and the new youth project 'Typecast'
- Review of Authority processes to ensure fit for purpose under a new Equality Scheme
- Lancashire Police Authority Equality Scheme submitted for approval

For 2007/8 and 2008/9, the Police Authority has increased the amount of Council Tax above the national capping level. This resource has been focused on tackling serious and organised crime and counter terrorism. It will continue to scrutinise the effectiveness of this investment and will ensure that it accounts for the additional resource to all stakeholders especially local communities.

This year the Council tax was increased at a level well below the likely capping threshold and a substantial part of the authority's business plan will be to ensure that challenging targets on efficiency and productivity continue to be delivered.

## **CORE BUSINESS ACTIVITIES 2009/10**

This year, we have tried to identify only development activity in the Business Plan. It is appropriate to highlight a number of core business activities that need to take place this year as they are both substantial and involve elements of development and new work.

There are two major tendering exercises that need to be carried out for the provision of all of the authority's Treasurer, accountancy, treasury management and insurance services and also the Appointment of the internal audit service. Our current providers are expected to tender and it will be necessary to develop arrangements with the Constabulary to have support for this process.

In June, all seven of the County Councillor Member posts of the Authority will be decided following the County Elections. We will also have a vacancy for an Independent Member in March 2010. The work that has already been done in respect of Member competencies will need to be reviewed and it is proposed to introduce familiarisation events for County Members in order that they can see the work of the Authority.

The Authority has been notified that it is likely to be one of the first Police Authorities to be inspected under the new Police Authority Inspection arrangements. A working group has been established by the Authority and this is likely to be a resource intensive project during the first half of the year.

We are also looking to ensure that the implementation of Performance Development Review for all staff is concluded, and we have a number of continuing planning and performance measures including the publication of local policing summary and annual report and the development of the Local Policing Plan / Rolling Three Year Plan.

We also anticipate that the need for efficiencies will continue in the current economic climate and the planning process will look at setting and monitoring hard efficiency targets for the Constabulary. Priority based budgeting is set as a target in the business plan and it will be necessary to ensure that the member development and capacity building work in the plan supports the core business in the area of budget management and monitoring.

MEDIUM TERM OBJECTIVE:	<b>1. CONTINUOUS IMPROVEMENT/SUSTAINING PERFORMANCE</b>			
KEY MEMBER(S):	<b>Chair of Planning and Performance Review Committee (Mr Edmundson)</b> <b>Member with Special Interest in LPA Inspection and Focal Point Interest in Performance Scrutiny (Mr Jassi)</b> <b>Members with Special/Focal Point Interest in Training (Ms McGirr/Councillor Bell)</b> <b>Chair of Audit and Standard Committee (Mr Soper)</b>			
Activity	Owner	Intended Outcome	Performance Measure	Timescale for completion
Application for Member Development Charter Status	Deputy Chief Executive	Improved systems and processes to support Member learning and development  Better succession planning and increased capacity of members	Completion of the application for Charter Status	June 2009
Preparation for Police Authority Inspection	Chief Executive/Policy and Performance Officer (SLP)	The Authority is well prepared at an early stage for inspection which is anticipated to take place during 2009.  The evidence base will provide information that can be used for other inspection/assessment processes.  Sharing of information and improved understanding by external stakeholders of LPA role and contributions	Completed evidence base  Stakeholders' views received and used to inform self assessment  Completed self assessment	July 2009
Involvement in Comprehensive Area Assessment/Audit Commission Inspection	Chief Executive/Deputy Chief Executive	Police Authority contributes to CAA inspection with other partners as appropriate. CAA designed to measure delivery – Police Authority's role is recognised.	Completed evidence base  Completed submission to Audit Commission	September 2009
Explore whether the Authority should work towards Investors in People Status	CE/DCE/ Resources Manager	Initial assessment of the Authority's current position against the standards is undertaken  Links with the Constabulary approach to liP explored to identify commonality and avoid	Initial informal meeting with liP advisor held  Initial scoping assessment completed  Links to Constabulary work on liP completed.	July 2009

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<b>Activity</b>	<b>Owner</b>	<b>Intended Outcome</b>	<b>Performance Measure</b>	<b>Timescale for completion</b>
		duplication of effort  Way forward determined	Joint working identified, if appropriate  Police Authority decided whether to not to progress towards liP status	
Implementation of Committee Services Software	DCE/Committee Administrator	Streamline committee processes.  Reduce officer time spent on committee work	Software installed  Staff trained and using software  Number of processes currently undertaken manually replaced electronically by the software system, so freeing up officer time	December 2009
Review of Records Management	Resources Manager	Streamlined, relevant and up to date electronic and paper based records and management practices  Ensure necessary documents are retained to meet legal requirements  Avoid retention of un-necessary documents	Revised records retention policy/procedure agreed  Destruction and archive policy/procedure agreed  Staff aware of policies and using procedures  Migration to new Drive for data storage	March 2010
Office Re-organisation	Resources Manager	Office layout reorganised to accommodate additional staff and assist improved internal communication and working arrangements	New layout smoothly and successfully implemented	September 2009
Implementation of revised risk management arrangements	Treasurer/ Policy and Performance Officers(SLP)	Effective risk management arrangements embedded within the organisation.  Appropriate arrangements in place to	New arrangements approved and implemented.  Ongoing training provided to Authority	March 2010

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Activity	Owner	Intended Outcome	Performance Measure	Timescale for completion
	and BAW)	manage shared risks with the Constabulary.	Members and Staff.  Management of shared risks is properly co-ordinated between the Authority and Constabulary.	
Oversight of delivery Organisational Support Reviews	Chief Executive	Ensure that Scrutiny of the OSR process is embedded into OSR structure Appropriate measures to link OSR and performance and efficiency strategy and targets	Members & Officers are appointed to OSR project and programme boards.  PA contribution informs decision making	March 2010
Continued development of the Authority's ethical standards agenda.	Monitoring Officer/ PPO (SLP)	Work up a dip sampling procedure for checking Members Interests to be undertaken at every Audit and Standards Committee meeting.	Dip sampling procedure adopted and checks implemented.	March 2010
	PPO SLP/HCE involvement re raising profile.)	Raising the profile of the standards role of the Authority amongst Lancashire Communities.	Profile improved and greater public awareness of the Authority ethical standards role.	
	PPO (SLP)	Explore opportunities for joint working with other Police Authorities.	Opportunities for joint working that will benefit the Authority identified and developed where appropriate.	
	MO/CE	Address issues of how to deal with politically restricted posts and staff vetting.	LPA's arrangements for dealing with politically restricted posts and vetting are reviewed.	
	MO/PPO(SLP)	Undertake Audit Commission Ethical Governance self assessment	Self assessment undertaken and any recommendations considered and implemented where appropriate.	

<b>MEDIUM TERM OBJECTIVE:</b>		<b>2. CONSULTATION/COMMUNITY ENGAGEMENT/COMMUNICATIONS</b>		
<b>KEY MEMBER(S):</b>		<b>Chair of External Relations (County Councillor Whipp) Member with special interest in Consultation and Communication (Mr Sarwar)</b>		
<b>Activity</b>	<b>Owner</b>	<b>Intended Outcome</b>	<b>Performance Measure</b>	<b>Timescale for completion</b>
Deliver Typecast project	Head of Community Engagement	Positive engagement with young people High traffic site whose brand is recognised Development of positive peer to peer messages about issues that affect young people	Number of visitors to the site Number of uploads to site Take up of media bus activities over summer Take up of educational downloads Partnership activity	March 2010
Hold 6 Divisional Meetings	HCE	The refreshed divisional meetings will work towards a more joined up approach across the partnership landscape and provide opportunity for the Constabulary, the Community Safety Partnerships and the Authority to engage with local people as a cohesive unit.	6 meetings held Strong representation from partners, stakeholders and the third sector.  A new focus on improving outcomes for local people and places – rather than on processes, institutions and inputs as we move towards achieving single performance measures relating to confidence and satisfaction to inform Local Area Agreement (LAA) targets and Comprehensive Area Assessments (CAA).	March 2010
Hold 14 Investors In Policing road-shows	HCE	Raising awareness of PA role Direct face to face engagement with the public Member interaction with the public - hearing views first hand and Member role profile heightened	Delivery of 14 road-shows Number of views received from public in total Participant feedback used by Authority and Constabulary	September 2009
Implement New Opinion processes	HCE	Quarterly shorter theme based surveys with Lancashire residents resulting in a higher respondent rate  Direct correlation between opinion survey	Increased respondent feedback to surveys  Increased understanding of the drivers of public confidence and satisfaction	March 2010

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<b>Activity</b>	<b>Owner</b>	<b>Intended Outcome</b>	<b>Performance Measure</b>	<b>Timescale for completion</b>
		outcomes and constabulary confidence and satisfaction survey outcomes  Ability to drill down and measure accurately		
APA/Home Office accountability strategy group work	HCE	Support the co-ordination of information gathering in respect of public requirements about Police Authorities  The aligning of legislation requirements to public engagement activity  A national PA profile rising campaign developed.	All Police Authorities have the opportunity to contribute to research activity  A clear suite of indicators identified as to what the public require in respect of information about police authorities.  National Police Authority profile campaign uses the identified indicators to develop the campaign and public awareness of role of Police Authorities increases.	March 2010
SLOG community engagement working group	HCE	Support the co-ordination and consistent sharing of information about public engagement activity on community safety issues by the Safer Lancashire Board's partners	A shared understanding by SLB of the current engagement activity of its partners  Agreement by SLB about action to be taken by the SLB and its partners to gain community views on strategic issues within the Board's remit	November 2009
CDRP/PACT processes	HCE	Information shared between partners to shape local decision-making	Regular reports produced by the constabulary for the authority and CDRPs.	March 2010
Establish Volunteer Review Panels	HCE	To obtain the views and opinions of individuals from the local community in respect of benchmarking police performance on a number of issues including those of interest or concern to the public.	The establishment of review panels in relation to: Disability Victim Support	March 2010

<b>MEDIUM TERM OBJECTIVE:</b>		<b>3. EFFECTIVE SCRUTINY FUNCTION</b>		
<b>KEY MEMBER(S):</b>				
<b>Activity</b>	<b>Owner</b>	<b>Intended Outcome</b>	<b>Performance Measure</b>	<b>Timescale for completion</b>
Implement Scrutiny of Human Rights	Monitoring Officer/DCE	Authority has arrangements in place to scrutinise effectively the Constabulary's compliance with the Human Rights Act 1998	Initial report to Police Authority on Constabulary human rights duties and containing proposals for the Authority scrutiny of how the Constabulary meets the duties	July 2009
			Monitoring arrangements established and reports submitted to Authority	March 2010
IMPACT	CE	Authority has arrangements in place to ensure that the authority is sighted and can scrutinise Impact and MOPI programmes	PA Representative at all relevant boards  Monitoring arrangements established and reports submitted to Authority	March 2010
Review arrangements for scrutiny of Stop and Search scrutiny using Independent Advisory Groups	HCE	An established procedure to enable the scrutiny of stop and search information at IAG level	Stop and search reports regularly produced for Police Authority and IAGs  Authority members involved in scrutiny arrangements	March 2010
Establish formal arrangements for oversight of Protective Services	CE	Vetting Policies established Scrutiny role of PA in protective services clearly articulated and established. Understanding of Links between Constabulary, Counter Terrorism Unit and ACPO TAM.	PA Representative on Constabulary Contest Group Protective Services Committee established and reports submitted to the Authority. Authority has mechanism for feeding back issues.	March 2010

<b>MEDIUM TERM OBJECTIVE:</b>	<b>4. ENABLING EFFECTIVE DELIVERY OF THE POLICING PLAN</b>			
<b>KEY MEMBER(S):</b>				
<b>Activity</b>	<b>Owner</b>	<b>Intended Outcome</b>	<b>Performance Measure</b>	<b>Timescale for completion</b>
Implementation of priority led budgeting	Treasurer	The challenging financial circumstances likely to prevail over the medium term will place the Authority and Constabulary with some considerable financial challenges. It will be necessary to focus sharply on all aspects of the policing services to ensure that in a period of potential financial constraint that the authority and constabulary work closely to ensure that investment in the service is aimed at delivering the highest priority outcomes.	Detailed discussion on the policing priorities and resource availability to be held between members/officers and senior constabulary officers on order to inform budget setting process	February 2010

<b>MEDIUM TERM OBJECTIVE:</b>		<b>5. DEVELOP AND IMPROVE COLLABORATION</b>		
<b>KEY MEMBER(S):</b>				
<b>Activity</b>	<b>Owner</b>	<b>Intended Outcome</b>	<b>Performance Measure</b>	<b>Timescale for completion</b>
Regional review of Custody Visiting policies and procedures focusing on the following areas:  Health and safety Risk management Insurance  Publicity  Recruitment & Selection Training Retention and Support Misconduct Grievances Complaints Appeal procedures  Visiting Process	Committee Administrator	Policies and procedures have regard to the latest legislation.  Regional review of the existing North West Independent Custody Visiting schemes to share best practice.	Policies and procedures reviewed and updated as necessary  Policies and procedures issued and briefing provided to volunteers	March 2010
Develop further opportunities for regional learning and development		Regional conference to be organised in 2009. Included in the evidence as part of the NW Authorities' submission for APA nominations for collaboration in Police Authority business. Nomination shortlisted.	Proposal for shared events with at least one regional event taking place.  Lancashire to host Regional ICV Conference.	

<b>MEDIUM TERM OBJECTIVE:</b>	<b>6. EQUALITY AND DIVERSITY</b>			
<b>KEY MEMBER(S):</b>	<b>Members with Special Interest in Diversity (Miss Afzal)</b> <b>Chair of Human Resources Committee (Mr Master)</b> <b>Member with Special Interest in Retention and Progression/Workforce Modernisation (County Councillor Jones)</b> <b>Member with Special Interest in Consultation and Communication (Mr Sarwar)</b> <b>Member with Special Interest in Independent Visiting and Volunteering Schemes (Councillor Bell and County Councillor Stuart)</b>			
<b>Activity</b>	<b>Owner</b>	<b>Intended Outcome</b>	<b>Performance Measure</b>	<b>Timescale for completion</b>
Implement Equality Scheme Action Plan (Separate Action Plan available)	DCE/ Lead Officers	Authority meets the equality duties in carrying out its business	Delivery of activities in the Equality Action Plan	March 2010