



**Association of Police authorities
Strategic Plan**

(2010/11 – 2012/13)

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Executive Summary

The Association of Police authorities (APA) strategic plan describes the ambitions, and ethos of the organisation and how it intends to position itself to add value over the next three years. The plan outlines the organisation's priorities and includes a programme of work to deliver on its objectives.

The overall aim is simple – to establish the APA as a respected and influential advocate for its members in shaping the national policing agenda, valued for providing them with the leadership, support and guidance that enables them to add real value to their communities. If we are to succeed in this, it is essential that government decision makers believe that the APA is an organisation that can deliver reform.

The APA has limited resources and must focus on things that provide the greatest benefit to authorities. With many competing demands, prioritising activity presents one of the greatest challenges to the organisation - but one that must be improved. Robust decision-making based upon risk/ benefit analysis and governance procedures are critical to success in this area, both in terms of providing greater value for money but also strengthening the APA's corporate position and mandate through widespread buy-in to its work programme by authorities. In this sense the APA must provide the "glue" that binds the members together into a cohesive corporate entity to increase the value of the APA to police authorities and stakeholders.

The APA's value proposition has two key dimensions – Influence and support. The plan indicates the inter-dependence between these functions and how they might be improved.

Influence is achieved in several ways. First and foremost is the strength of representation. But the organisation's ability to influence also depends on its reputation for robust analysis and the quality of its communication with stakeholders. The roles and capabilities of both members and secretariat officers are crucial in this capacity. A new staff structure and new internal processes for prioritising the APA work programme and improvements to information management and customer service are requisites for achieving this. A proactive and integrated strategic communications plan is also an essential enabling function which has been given prominence in this new strategy.

Support to police authorities comes principally in the form of advice, guidance or training opportunities. The strategic plan identifies how value is created through a process of information exchange. Better information management and a more efficient and effective APA-authority information interface are the bedrocks of success in this area. Improving customer service through better systems and processes is a focus for the APA. The proposed changes also complement the objective to improve resource allocation and greater prioritisation of the APA work programme by matching resources to activity and by making greater use of commissioning work through agencies such as the National Policing Improvement Agency (NPIA).

The plan is broken down into four main functional chapters – communications, governance, business operations and policy. Detailed work programmes for each chapter, including a further breakdown by policy area are included as annexes. These also state how the organisation will contribute to delivery of the Tripartite Equality, Diversity and Human Rights Strategy. The APA is fully committed to the vision of a police service that has the trust and confidence of all communities and reflects the communities it serves.

Events are moving quickly. Neither police authorities, nor the APA have the luxury of a leisurely stroll into the future. Implementation of the many changes proposed in this plan must commence sooner, not later. These are challenging times and the APA intends to position itself to provide the robust leadership and support that police authorities expect and deserve.

Once agreed, the strategy will shift to a design and implementation phase. The overall APA work programme for 2010/11 especially will need to take account of any additional resource requirements to successfully implement the business improvement programme.

1. Introduction

This document sets out a three-year strategic plan for the Association of Police authorities (APA). A final version of the plan will be presented to the APA Board in July 2010.

The document includes four *chapters*, representing the main functional areas of the organisation, and detailed work programmes policy areas. The inclusion of high level implementation plans for each functional area, including timelines, milestones and indicative resource requirements implies a hybrid feel to the document that combines both strategic *and* business planning aspects.

The strategic plan is a living document and should be reviewed at regular intervals to ensure currency with changes in the APA's operating environment. Shifting priorities will obviously influence the work programme on an annual basis.

Our aim is to position the APA as a meaningful, highly valued contributor to policing improvement throughout the United Kingdom by virtue of its stature with the tripartite relationship. The contents of this strategic plan are most definitely a "work in progress" but represent a fundamental and comprehensive review of the APA's role, effectiveness and planning processes.

The changes proposed stretch the organisation's ambition and significantly, will increase the value delivered to police authorities.

2. APA Vision and Mission

Distinguishing the APA's role in a crowded policing landscape, particularly from that of police authorities, is critical to developing an appropriate and effective strategy. The vision and mission statements below are useful in this context, but benefit from additional interpretation. Put simply, the APA's role is to *support* police authorities as they provide visible, effective governance. This role is distinctly different to that of police authorities, the governance *delivery* bodies. It does this through strong and vigorous representation of police authority interests as an equal member of the tripartite relationship.

Vision

"The APA is a respected and influential advocate for our members in shaping the national policing agenda, valued for providing them with the leadership, support and guidance that enables them to add real value to their communities."

Mission

- Influence the policing agenda at the national level on behalf of police authorities and the public
 - Support and equip police authorities to ensure efficient and effective policing
 - Secure adequate resources for policing
 - Promote the role and achievements of police authorities
 - Champion the principles of local accountability and policing by consent
- to ensure that local communities are served by efficient and effective police authorities

3. Approach

The APA is determined to meet the needs and expectations of police authorities.

On the heels of changes to policy structures and governance in 2008 it is timely for the APA to undertake an ambitious, outwardly focused review of its role, business processes and service model. The APA is particularly concerned to ensure that the functions and activities it performs are those most valued by police authorities, and that they are undertaken as efficiently and effectively as possible.

The plan outlines the APA's strategic objectives and priorities over the next three years and, importantly, 'how' it will go about delivering the organisational changes necessary to achieve them. This approach entails reviewing the APA business model to ensure it is *fit for purpose* to best meet the needs of police authorities. Form *must* follow function.

The plan:

- illustrates the APA's value proposition
- describes a 3-year change programme to improve organisational performance
- defines outputs across key functional areas, including policy, communications, business operations and governance
- outlines an approach for allocating resources against activity that maximises value for money

Any strategy must describe the activities required to realize an organisation's vision and mission (or purpose). In particular, the mission is a golden thread running through everything an organisation does. The mission prevents "scope creep" by ensuring the organisation only does what matters, and allocates scarce resources accordingly.

Underpinning the APA's strategy is greater focus on prioritisation and planning processes. The Governance chapter outlines new processes, including decision-making responsibilities, to sharpen the APA's work programme for greater impact and relevance (by doing the things that matter most). Accompanying improved planning is renewed emphasis on monitoring and control, with a particular focus on costing outputs.

In addition, the strategy explores opportunities for increasing capacity within the APA secretariat by reviewing how it delivers its core functions. The strategy reveals new opportunities for increasing efficiency by releasing officer time to focus on the activities that deliver greatest value. The Business Operations chapter provides greater detail here, including a review of core corporate functions, including financial management.

Prominence is given to the strategic communications chapter in the document to recognise its centrality to the APA value proposition. Quite simply, the APA is in the information business. The creation, interpretation, dissemination and application of information sits at the heart of the APA's value proposition – specifically, its ability to inform and influence. A critical component of the APA's strategic review includes an evaluation of information management and opportunities for better supporting the information needs of police authorities and other stakeholders. Wider communication issues, such as brand management, information quality assurance and stakeholder engagement are also examined in the strategic communications chapter of the document.

Each of the APA's functional areas is inter-dependent. While new efficiencies and opportunities for improving service delivery exist in each area separately, their collective interaction matter most for delivering greater value to authorities. The following section explores this proposition further.

Important to note is that change takes time and resources. Prioritisation is critical to organisational sustainability and a managed change programme is critical to the success of the strategy outlined within this report.

4. Creating Value

The overarching objective of the APA is to provide police authorities with a service package they value and that is worth paying for. The organisation’s strategy is therefore predicated on doing everything possible to increase its value proposition.

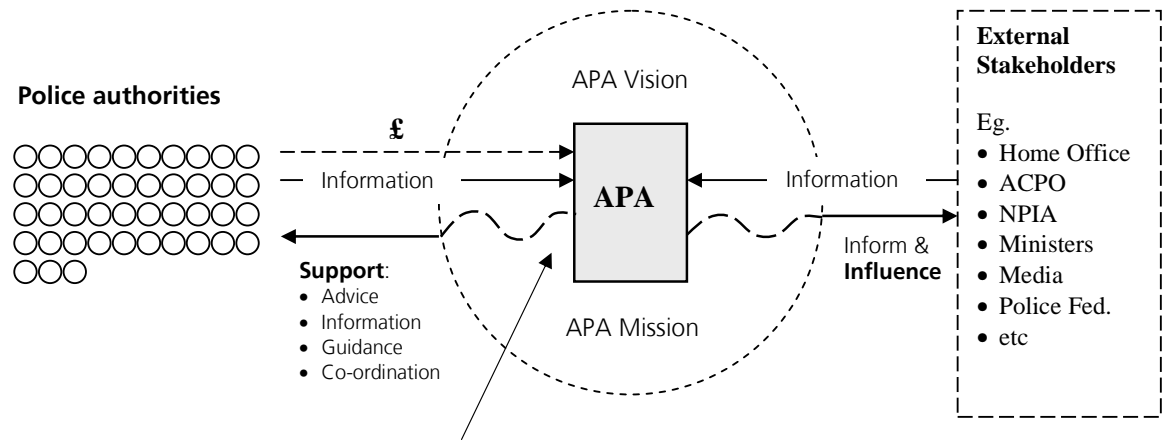
A critical element of this proposition is the APA’s work programme. While it is imperative for the APA to have structures and processes that manage information efficiently and effectively, it is equally important that it works with the *right* information.

Members have repeatedly stressed their desire for the APA to increase its influence over the policing agenda. With limited resources this can only be achieved through greater focus on what matters most. Attempting to be everything to everybody dilutes the organisation’s impact. Accordingly, this document includes proposals for new planning processes within the APA to better prioritise activity, including new governance and decision-making arrangements.

Two areas of activity describe the APA’s primary dimensions of value – **support** and **influence**. Unpicking these activities enables us to better understand how they might be improved. Figure 1 illustrates the APA service package and the common thread of value – information.

The APA has three core functions - information intermediation, information management and co-ordination – How well the APA performs these functions determines how effectively it supports authorities and influences stakeholders.

Figure 1. The APA Service package



APA communication with police authorities and stakeholders, and the support and information it generates is filtered by the APA vision and mission for relevance. The APA’s core functions are “information intermediation and support, the limits of which are defined by the organisation’s mission and availability of resources.

Information Intermediation

The APA is a conduit of information that increases *efficiency* by reducing transaction costs for both authorities and stakeholders¹. This function increases significantly in value when the

¹ The APA’s intermediation role also creates value for external stakeholders. This value can be priced and may inform future APA funding negotiations with stakeholders.

organisation's 'one voice' represents the collectively held views of police authorities to influence the decisions of stakeholders.

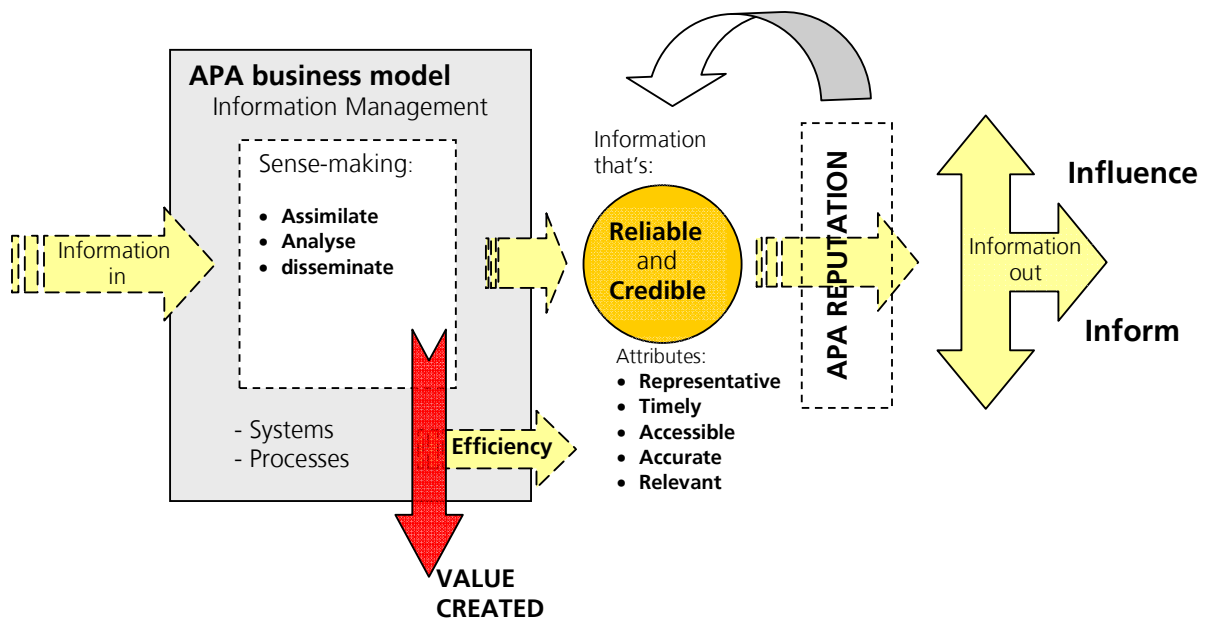
Information Management

The APA manages and manipulates information to inform and influence authorities and stakeholders through a process of assimilation, analysis and dissemination. The function has two strands of value – efficiency (systems) and quality (analytical capability). Figure 2 below illustrates how the creation of reliable and credible information contributes to the APA mission of influencing and informing.

Coordination

Coordination implies an 'up and out' element to the APA's role beyond mere information management and which delivers efficiency benefits to authorities. This includes, for example, creating training opportunities for continuous improvement, assistance with preparing authorities for inspections, including guidance documents, and bespoke engagement on authority-specific issues. Support may also include an event coordination role for training and the APA conference, for example.

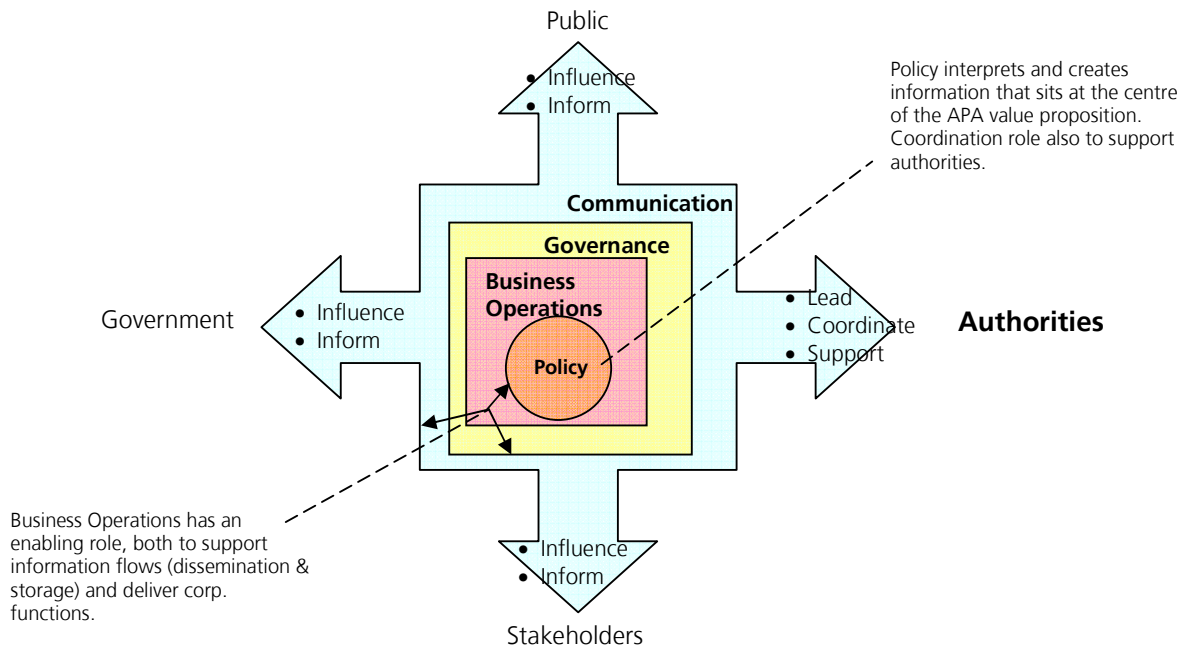
Figure 2. **Informing and Influencing**



Information reliability and credibility are predictors of APA value and a product of organisational efficiency and effectiveness. All internal structures and processes must be aligned with these objectives to collectively create value, as reflected in Figure 3 below.

The APA is mindful that different authorities have different needs depending on their individual capability, capacity and priorities. Authorities are likely to value each element of the APA's service mix differently. For example, the two outcomes of information intermediation are informing and influencing. We might expect all police authorities to value the APA's influencing role, but their reliance on the APA as a policy shop may vary depending on individual capability. Policy analysis and development are not attributes available exclusively to the APA. Alternatively, the provision of expert or bespoke advice to authorities may be valued differently, again, depending on the particular needs and capabilities of authorities. Achieving an optimal balance within the service mix, including bespoke versus generic support, that meets the needs of every police authority is challenging. The mix is a product of individual authority capability, environmental drivers and risks (to identify priority activities) and the APA's own unique strengths – as already outlined. More effective resource management processes are a prerequisite to understanding the implications of this mix and is subject to review as part of this strategic plan.

Figure 3. Creating value from the APA business model – **Interdependent Functions**



5. Risk

It is important in a plan of this nature that the risks to the organisation are identified and mitigated as part of the strategy. The following table captures the risks:

APA Corporate Risks

| | Description | Explanation | Impact |
|-----------|---|--|---|
| Financial | | | |
| 1 | Authority subscriptions withdrawn or reduced | <ul style="list-style-type: none"> The anticipated reduction in police funding will challenge authorities to find savings. APA subs will be perceived as an easy target. APA to demonstrate VFM to justify subs | High (depending on numbers and authorities) |
| 2 | Funding agreements with stakeholders insecure | <ul style="list-style-type: none"> Dubious agreements about funding commitments with ACPO (joint fund; conference) and HO contribution | Moderate |
| Strategic | | | |
| 3 | Existing policing structures changed – eg. Dissolution of tripartite/implementation of directly elected commissioners | <ul style="list-style-type: none"> Election in mid 2010 creates uncertainty about existing policing models Authorities must demonstrate value and be capable of rapid adaptation APA leadership is vital Comms role is vital | High |
| 4 | Authorities and APA seen as unresponsive to White Paper and other legislative proposals | <ul style="list-style-type: none"> APA must demonstrate leadership to shape areas of uncertainty Requires confidence from authorities and stakeholders | Moderate |
| 5 | Wrong policy priorities | <ul style="list-style-type: none"> APA policy priorities misalign with strategic drivers – wrong-footing representation and allocation of resources – reducing credibility and influence, both with authorities and stakeholders | High |

| | | | |
|----------------------------------|--|--|-----------------|
| 6 | Authorities assessed by HMIC as adding little value – political loss of confidence | <ul style="list-style-type: none"> • Authorities must demonstrate capacity & capability to fulfil statutory role • Requires rapid improvement in light of proposals for dissolution of police authorities | High |
| Reputational | | | |
| 7 | Loss of credibility with external stakeholders | <ul style="list-style-type: none"> • APA unable to demonstrate value to stakeholders, limiting impact and leadership • External communications insufficiently resourced and/or fails to mitigate criticism of the APA | Moderate |
| 8 | Loss of confidence by authorities | <ul style="list-style-type: none"> • Confusion and/or conflicting expectations about APA role would jeopardize APA mandate and reduce influence • Insufficient rigor in APA budget management destroys confidence – risk of pullout by authorities | High |
| Capability & Capacity | | | |
| 9 | Insufficient resource available to implement change management programme | <ul style="list-style-type: none"> • Business improvement proposals given low priority – failure to communicate imperative to Board • Comms a particular area of risk | Moderate |
| 10 | Insufficient capacity within secretariat to deliver work programme | <ul style="list-style-type: none"> • Failure to <i>prioritise</i> activity will continue to stretch capacity with impact on quality and reputation | Moderate |
| 11 | Inadequate competence/ skills base | <ul style="list-style-type: none"> • Failure to anticipate challenges faced by PAs leads to APA lack the skills and competencies needed to provide credible advice and guidance | Moderate |
| Business | | | |
| 12 | Business continuity/resilience | <ul style="list-style-type: none"> • Inadequate information systems • Over-reliance on individual contribution | High |
| 13 | Staff management | <ul style="list-style-type: none"> • Statutory employer duties need review | Low |
| 14 | Performance management and discipline regime | <ul style="list-style-type: none"> • PDR system required. Currently no way to address performance issues. | Moderate |
| 15 | Staff motivation | <ul style="list-style-type: none"> • Failure to invest in staff development opportunities leads to exodus of talent as external job market improves | Moderate |

6. Corporate-level Strategic Objectives

The APA's corporate objectives strive toward fulfilling the organisation's mission and vision, while responding to the risks identified in the previous section. Contrary to the functional chapters within this document, the corporate objectives are not accompanied by a statement of intended outcomes. These are already articulated at the appropriate level by the APA mission and vision. The objectives indicated have a three year time horizon and seek to create the greatest possible value for police authorities by focusing on the things that matter the most over this period. By definition, objectives must relate to improving performance, as is the case in those outlined below.

1 Increase profile of APA and authorities

Greater visibility of the APA and police authorities is necessary to increase their influence over the policing agenda and areas of current uncertainty – most notably proposals for directly elected commissioners and/or abolition of authorities.

Actions required to fulfil this objective include:

- Communications strategy to be integrated with flagship and high priority APA activities
- Develop over-arching communication strategy that shifts to a proactive stance on priority issues and promotion of the APA and authorities

- Identify and resource three flagship projects each year predicated on biggest impact and aligned with key organisational priorities

2

Improve prioritisation of work programme

The APA must better prioritise its activities and focus its resources. This objective is closely associated with the efficiency programme to release under-valued capacity within the secretariat. Improved prioritisation of the APA work programme should increase the quality of work produced, adding to reputational capital for greater organisational influence. This means doing fewer things, but doing them very well. Better resource management is critical to the success of this objective.

Good governance and decision-making procedures are critical to the success of better structuring the APA work programme. The organisation's greatest strength comes from its representative voice and ability to influence stakeholders. The work programme is the frontline of delivery for the organisation and accordingly requires broad-based buy-in and support from authorities.

Actions required to fulfil this objective include:

- Develop new organisation planning processes, with accompanying governance and decision-making arrangements
- Implement improved project and resource management and tracking regime.

3

Improve support to police authorities

In particular, the APA's support programme must contribute to increasing the capability and capacity of police authorities. The test of relevance of authorities is their inspection outcomes, and this must be the focus of support activity for the APA. Additional resource will be directed toward supporting activities following the development of a clearer understanding of the APA's role in this area. The APA understands that different authorities have different needs, and indeed different expectations of the APA's role in providing support. These issues require greater clarity.

'Up and out' support includes improving customer service more generally, particularly with the provision of generic, or 'low touch' information services. The APA-authority interface is critical for meeting the needs of authorities, including reducing their own information search costs. This objective will increase the accessibility and relevance of the information provided by the APA.

Actions required to fulfil this objective include:

- Create overarching competence and training framework as basis for developing consistent approach to the delivery of capability across all police authorities
- Identify inspection support requirements of police authorities and commit necessary resources
- Review internal information management infrastructure and processes to increase their effectiveness in meeting the needs of authorities. This includes consideration of information assurance requirements.
- Align roles and responsibilities of secretariat staff with objective to improve customer service.
- Improve customer service interface, including increasing access to timely, relevant information.

4

Increase efficiency of information management function

The APA aims to increase the efficiency of its information management processes and infrastructure within the secretariat to improve customer service, release under-valued capacity to focus on priority activities and outputs and increase resilience to staff turnover and data loss. Of particular interest is a reduction of information search costs for the APA. This objective is a

critical business improvement initiative and must be resourced accordingly. Success in this area is a key dependency for objective number three.

Actions required to fulfil this objective include:

- Review APA information management systems and processes, including document storage systems and infrastructure.
- Review information exchange mechanisms and protocols with stakeholders.
- Clarify roles and responsibilities of secretariat staff to release under-utilised capacity.

5 Improve internal management systems

Robust and professional management of the APA’s internal systems and processes contribute to confidence among authorities and stakeholders. Several areas need immediate attention and appropriate resourcing for business improvement. These are ‘business as usual’ issues that impact upon the effectiveness and efficiency of the organisation and consequently its ability to deliver value to police authorities and stakeholders.

Actions required to fulfil this objective include:

- Review financial management systems and procedures
- Implement assessment process to validate output
- Introduce performance management regime for APA secretariat staff
- Ensure adherence to statutory organisational requirements, including duty of care for staff
- Review requirements and existing contracts concerning contracted services such as HR function.

| | Objectives | Related risk | | | | | | | | | | | | | | | Related component of APA mission | | |
|---|--|--------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----------------------------------|------------------------------|------------------------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | | | |
| 1 | Increase profile of APA and authorities | ✓ | | ✓ | | | ✓ | ✓ | ✓ | | | | | | | | Influence the policing agenda... | Secure adequate resources... | Promote role & achievements of PAs |
| 2 | Improve prioritisation of work programme | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | | Influence the policing agenda... | Support & equip PAs | Promote role & achievements of PAs |
| 3 | Improve support to police authorities | ✓ | | | | | ✓ | ✓ | ✓ | ✓ | | | | | | ✓ | Support & equip PAs | Secure adequate resources | |
| 4 | Increase efficiency of information management function | ✓ | | | | | | | ✓ | ✓ | ✓ | | ✓ | | | | Support & equip PAs | | |
| 5 | Improve internal management systems | ✓ | ✓ | | | | | | ✓ | | | ✓ | | ✓ | ✓ | ✓ | Support & equip PAs | | |

Assumptions

1. The APA and Police authorities will continue to exist for the next three years
2. Funding subscriptions will be sufficient to sustain the present organisation
3. NPJA will remain in existence for next three years

7. Priority Actions

| Objective | Priority Actions | Dependencies | | | |
|-----------|---|--------------|--------|------------|----------|
| | | Comms | Policy | Governance | Bus. Ops |
| 1 | <ul style="list-style-type: none"> • Communications strategy to be integrated with flagship and high priority APA activities • Develop over-arching communication strategy that shifts to a proactive stance on priority issues and promotion of the APA and authorities • Identify and resource three flagship projects each year predicated on biggest impact and aligned with key organisational priorities | ✓ | ✓ | | |
| 2 | <ul style="list-style-type: none"> • Develop new organisation planning processes, with accompanying governance and decision-making arrangements • Implement improved project and resource management and tracking regime. ✓ | | ✓ | ✓ | |
| 3 | <ul style="list-style-type: none"> • Create overarching competence and training framework as basis for developing consistent approach to the delivery of capability across all police authorities • Identify inspection support requirements of police authorities and commit necessary resources • Review internal information management infrastructure and processes to increase their effectiveness in meeting the needs of authorities. This includes consideration of information assurance requirements. • Align roles and responsibilities of secretariat staff with objective to improve customer service. • Improve customer service interface, including increasing access to timely, relevant information. | ✓ | | | ✓ |
| 4 | <ul style="list-style-type: none"> • Review APA information management systems and processes, including document storage systems and infrastructure. • Review information exchange mechanisms and protocols with stakeholders. • Clarify roles and responsibilities of secretariat staff to release under-utilised capacity. | ✓ | ✓ | ✓ | |
| 5 | <ul style="list-style-type: none"> • Review financial management systems and procedures • Implement assessment process to validate output • Introduce performance management regime for APA secretariat staff • Ensure adherence to statutory organisational requirements, including duty of care for staff • Review requirements and existing contracts concerning contracted services such as HR function. | | | | ✓ |

8. APA Functional Strategies

- i. Communications
- ii. Policy
- iii. Governance
- iv. Business Operations

(i) Communications

Introduction

The Association of Police authorities (APA) exists to represent police authorities at the national level and support them to carry out their local roles effectively. The way in which the APA manages and communicates information to deliver these functions is therefore critical.

The APA faces many new and continuing challenges in communicating in a crowded policing landscape, and in developing and maintaining effective relationships with police authorities and wider stakeholders who have a range of expectations from the organisation. Overcoming these challenges requires the APA to work smarter in leveraging limited resources. This includes clarity about the key messages the organisation wishes to convey, its key audiences and, where relevant, integrating communications with policy development activity.

The communications function adds value to information produced by the APA. The value-enhancing attributes of information were discussed in the introductory chapter to the APA strategy. Effectively communicating this information raises value further when it is wrapped in a story that conveys messages, sentiments and context. Some of these issues are explored further below.

An effective communications function operates in three ways. The first is externally-focused APA-branded messaging such as media releases, editorials and verbal statements. The second is its contribution to branding, image and reputation in all stakeholder engagement. The third dimension is ensuring that communication with internal stakeholders especially is efficient and effectively meets their needs through rigorous application of standards. Is the organisation's website, for example, providing the right information to the right people and doing so cost effectively?

Some of these issues are explored below. Above all else the focus of the APA communications function is to ensure the greatest impact from the work undertaken by the organisation.

Value proposition

The context within which the APA operates, and therefore communicates, is subject to continuous change. Political, economical and technological developments are each key external drivers which the APA must respond to over the next three years.

Politically, the General Election, due in 2010, will inevitably have a direct impact on the role of both police authorities and the APA. A new government will have aspirations regarding the crime and policing agenda, and the APA will need to be in a strong position to communicate nationally on behalf of police authorities to ensure the added value their role brings to policing is fully understood and appreciated.

The difficult economic climate presents challenges across the public sector. The APA will need to deliver good value for money, and *be seen* to be effective and efficient. It is essential that all stakeholders, including police authorities, understand the value that the APA brings. The way in which the APA communicates its role, and achievements, will be critical to its long term success.

It is a significant advantage that the APA speaks on behalf of all police authorities across England, Wales and Northern Ireland, of whom all are currently APA members. The organisation must seek to ensure this advantageous position is maintained and that the APA continues to maintain the wide-ranging support of all police authorities and is recognised as providing a valuable and efficient service to all our members.

Communications

Effective two-way communication is vital if the APA is to achieve its vision and mission. As an organisation, we need to serve our police authority members effectively and to do this we must be able to hear what they say and be able to respond appropriately, involving them in decisions that are important to them whilst demonstrating the unique benefits that APA membership provides.

We must also express our unique selling point in representing the voice of communities in the continuing development of policing, and respond more effectively to the needs of all our stakeholders and so develop and enhance our reputation for the future.

The principles that underpin APA communications are that we will:

- communicate with integrity, openness and honesty
- represent the interests of authorities, the Board and Council

The creation of a three year strategic plan covering all areas of APA business is a unique opportunity for the APA to ensure that communicating effectively becomes a focus for the organisation.

By engaging in communications that are strategically planned and executed we will ensure that the APA:

- Establishes strategic communications as a priority throughout the organisation
- Develops and builds good communication practice in all that we do
- Provides strong and practical assistance to police authorities
- Promotes understanding of the role and purpose of police authorities and the APA itself, as outlined in our vision and mission statements
- Develops stakeholder and partner support for the APA and police authorities
- Minimises risks to our reputation
- Ensure that the synchronised communication apparatus operates more effectively

Strategic Communication Aims

Through the delivery of an effective communications plan, the APA will aim to protect and enhance its own reputation, as well as that of police authorities, by actively demonstrating added value.

Strategic communications will seek to achieve the following conditions:

- Improved awareness of the work of police authorities and the APA
- Greater understanding and support of police authorities and the APA
- Protected and enhanced reputation of the APA and police authorities
- Effective influence on the national policing agenda
- Police authority confidence that the APA is working on their behalf
- Underpin the credibility of the APA as a professional and capable organisation

This will be achieved through:

- Identifying and effectively publicising the APA's key messages and objectives
- Communicating effectively with internal and external audiences
- Stronger customer focus across the organisation
- Encouraging greater stakeholder debate, feedback and understanding
- Commitment to learning through 2-way dialogue
- Improving processes and procedures to ensure effective communications

These outcomes are supported by a number of objectives, which will be delivered throughout a three-year period. The outcomes, objectives and identified priority actions are outlined in the plan attached at Annex A.

Audiences

The APA has a range of current and potential audiences. Many of these audiences are stakeholders in the work of the APA and police authorities.

APA stakeholders are defined as any organisation or individual who can affect or be affected by the organisation. Definition and understanding of stakeholders provides the basis for developing an effective communications strategy. The organisations and groups that the APA defines as its stakeholders are shown below:

| Internal Stakeholders | External Stakeholders |
|-----------------------------------|---|
| APA Secretariat | Home Office |
| APA Board | ACPO |
| APA Council | NPIA |
| Police Authority Chief Executives | IPCC |
| Police Authority Chairs | HMIC |
| Police and Staff networks | LGA |
| Regional networks | Members of Parliament |
| Police authority staff | Government – Communities & Local Gov't, Treasury, etc |
| APACE | Staff associations |
| PATS | Think Tanks |
| | Stakeholder organisations (SOCA; UKBA; CEOP, etc) |
| | Media |
| | Public |
| | Police officers |
| | Minority groups |

Delivering Strategic Communications

Managing information and communicating effectively will be central to achieving the APA's vision and mission, as will developing a culture of customer service and reputation for excellence. The following corporate activities will help achieve this effectively:

- Establishing a clear brand, vision, mission statement
- Building a culture based on shared ethos, values and principles
- Putting in place, and regularly reviewing communications objectives linked to agreed outcomes
- Building comprehensive communication plans throughout the business of the APA, actively seeking to maximise opportunities to build our reputation, and that of police authorities.
- Regularly reviewing the reputation of the APA with our internal and external stakeholders to ensure our work and achievements continue to meet or exceed their expectations
- Investing in processes that assist with the delivery of strategic communications across the organisation and in police authorities

Risk

| Description | | Explanation | Impact |
|-------------|---|--|----------|
| 1. | Poor quality Communications diminishes reputation | <ul style="list-style-type: none"> ▪ The reputation of the APA is dependent on the quality of information exchanged with authorities and stakeholders. The manner in which information is communicated during the exchange process matters. Factors to consider include, for example: <ul style="list-style-type: none"> ▪ Relevance – the right information to the right people ▪ Form & style ▪ Timing ▪ Consistency | High |
| 2. | Poor quality information diminishes value of communication function | <ul style="list-style-type: none"> ▪ Inaccurate, mis-interpreted, poorly presented information communicated to authorities and stakeholders diminishes APA reputation & influence. ▪ Requires integrated comms function to ensure raw material produced by APA supports good communication | High |
| 3. | Inaccurate or false representation communications damages APA credibility | <ul style="list-style-type: none"> ▪ Risk that the APA does not know or represent the views of its members, or represents these inaccurately ▪ Governance function is critical for ensuring agreement to key messages and positions | High |
| 4. | Unrepresentative voice diminishes influence | <ul style="list-style-type: none"> ▪ Lack of corporate voice & consistent lines to take on strategic issues undermines coherence of the organisation | High |
| 5. | Communications function not integrated into business of the APA | <ul style="list-style-type: none"> ▪ A fully integrated comms function levers additional value from other outputs. Comms should support all internal functions, including, policy advice, work programme and support | Moderate |
| 6. | APA is unresponsive to negative publicity | <ul style="list-style-type: none"> ▪ Comms must be both pro-active but also agile to respond to threats from external commentators ▪ Requires good environmental scanning capability and inter-operability with policy functions | Moderate |

Communications Function Strategic Outcomes and Objectives

Outcomes

- Outcome 1: Stakeholders are aware of police authorities and the APA and the value they contribute to policing
- Outcome 2: The APA exerts significant, sustained influence over the national policing agenda through effective, reliable and credible communication with stakeholders and police authorities
- Outcome 3: Police authorities are well supported by the APA through effective, customer focused communication that provides reliable and credible information

| Outcomes | Objectives | Related Risk | | | | | | Related component of APA mission | |
|----------|---|---|---|---|---|---|---|----------------------------------|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | | |
| 1 | Stakeholders are aware of police authorities and the APA and the value they contribute to policing | <ul style="list-style-type: none"> Proactively engage in targeted two-way communication with stakeholders to highlight the role and purpose of police authorities and the APA Work with police authorities to develop their role as capable and credible representatives of communities in policing Proactively develop an effective range of Communication channels to demonstrate the added value provided to policing by police authorities and the APA | | ✓ | ✓ | | | | <p>Influence the policing agenda at the national level on behalf of police authorities & the public</p> <p>Promotes the role & achievements of police authorities</p> |
| 2 | The APA exerts significant, sustained influence over the national policing agenda through effective, reliable and credible communication with stakeholders and police authorities | <ul style="list-style-type: none"> Ensure the Corporate Strategy is supported by strong and well planned strategic Communications Ensure strategic Communications is integrated throughout APA policy areas and business operations Develop stronger links with stakeholders through, for example, sponsorship, support and events | | ✓ | ✓ | | ✓ | | Influence the policing agenda at the national level on behalf of police authorities & the public |
| 3 | Police authorities are well supported by the APA through effective, customer-focused communication that provides reliable, credible information | <ul style="list-style-type: none"> Enhance APA understanding of member requirements Ensure police authorities and stakeholders are well informed of APA activities and events Improve internal customer service processes | | ✓ | ✓ | | | ✓ | Support & equip police authorities to ensure efficient & effective policing |

(ii) Policy

Introduction

Policy analysis and development currently sit at the centre of the APA's value proposition – its engine room. Historically, the APA has been principally a policy shop to inform debate and strategic policy development at the centre, typically responding to its environment, not leading it. Though the policy function shall continue to play an essential role in the APA strategy and the need to engage and influence will remain, the organisation will have to rebalance to provide more direct support to developing the capability of police authorities. This will have an inevitable impact on the staff dedicated to policy portfolios. .

The policy competence within the APA comprises a significant cost to the organisation, at around 25% (10 of 17 staff) of total budget. There are notable shortcomings, however, in the way this resource is currently managed and supported. These include:

- Absence of codified and consistent policy development discipline/good practice
- Poor information management, contributing to inefficiency and limited corporate memory
- Inconsistent systems and protocols for internal information sharing
- Unsophisticated cost allocation
- Sub-optimal utilisation of capacity and configuration of responsibilities

- Inadequate prioritisation of policy work programme, leading to a reactive rather than proactive posture.
- No staff training and development

Put simply, qualified, competent staff have been underexploited, operating in a relative vacuum of effective supporting systems and infrastructure. This cannot, and shall not continue.

The policy function creates, manages and communicates most of the information used by the APA. It is a high value element of the APA's overall functionality and will continue to be the driver of new knowledge, support to police authorities and officer level engagement with stakeholders.

Increasing the contribution of the policy function to the APA's overall value proposition requires a 'systems' approach to business improvement. As the engine for 'sense-making' within the organisation, the policy function must be wrapped in the systems, processes and infrastructure that enable information to be exchanged, stored and communicated to those who need it, and in the most effective and efficient way. This strategy's focus on customer service and better direct support to authorities provide an essential reference point for determining the changes required. We can think of policy analysis as the hub of the APA *wheel*, with all other functions and systems surrounding the information produced to maximise its value (refer Figure 3 in overview paper). While the policy function is a value creating function in itself, the enabling roles of other APA functions (communications, business operations and governance) further increase performance and the value created.

An important consideration in the policy chapter is determining how the policy function creates value. Policy analysis is not a competence held exclusively by the APA. It is, however, an invaluable element of the overall service package. The next section explores this aspect further.

Creating Value

Policy analysis and development might be conceived as a largely generic function. At the level of the individual, policy analysis relies on a core suite of competencies including fact finding, problem solving and communication that can be applied to any subject matter. Typically, the more complex the problem - the greater the skill required. But of course this axiom applies regardless of function and capability, the unequivocal ingredients of productivity.

Increasing the value of policy development capability depends on several factors, specifically individual experience and capability and access to information. Information is the source of *unique* value created by the APA in its policy development capacity.

We must return to the dimensions of value outlined in the covering paper of the strategy document, in particular the concept of information intermediation.

The APA acts as a *catch-point* of information flowing between 43 police authorities and external stakeholders. As a broker of information in this process the APA has exclusive access to information that affords the organisation its 'competitive advantage', or value centre. The APA has just three ways to increase value from this process.

Efficiency: A fundamental element of the APA's competitive advantage is that it intermediates in information flows more efficiently than anyone else. The APA interface, information management systems and infrastructure contribute to efficiency. Reducing transaction costs for the APA, authorities and stakeholders should be a focus for the organisation.

Analysis: The quality of information produced in terms of timeliness, accuracy, relevance and representativeness affects perceptions about its reliability, credibility – and influence. The capability of individual policy staff contributes to quality, but so too does information management - a significant driver of value for the APA. Much can be done to improve the systems, processes and infrastructure currently in place to increase the productivity of the policy function, quality of advice, guidance and importantly, influence.

The critical importance of managing information effectively and efficiently cannot be understated and is given significant weight in the business improvement programme proposed in the APA strategic plan.

Communication: How and with whom the APA communicates the information it produces or exchanges also impacts its value. The communications function is a critical enabler of value in this process, as outlined in the relevant chapter of the document. Effective communication can provide valuable context to policy positions and tailor messages to the intended audience. A corporate perspective to communications also ensures consistent branding, coordinated planning and appropriate representation to stakeholders.

Risk

| | Description | Explanation | Impact |
|---|--|--|-----------------|
| 1 | Policy function seen to add insufficient value to authorities and stakeholders with calls to downsize Secretariat and scope of APA | <ul style="list-style-type: none"> Value of policy function lies in efficient intermediation function of APA and quality of information exchanged with authorities and stakeholders. All internal information management systems and configuration of resources (including staff) must focus on delivering value and customer service. | severe |
| 2 | Insufficient capacity within Secretariat to meet demands of the work programme, lowering quality and impact. | <ul style="list-style-type: none"> Capacity of the secretariat is fixed. Although new models to distribute work to regions is intended, the work programme needs to reduce in scope through better prioritisation Improvement to information management systems will contribute significantly to improving capacity Reducing scope of the APA activity requires effective management of expectations by authorities | high |
| 3 | The APA continues in reactive policy position, preventing greater leadership of policing agenda | <ul style="list-style-type: none"> Less is more. Policy activity must focus on fewer issues, or introduce better scaling of activity with appropriate resourcing model to increase impact of APA and influence over the policing agenda. Police staff must place greater emphasis on horizon scanning to gather evidence for reform and change | moderate - high |
| 4 | Policy advice and activity is disjointed from APA support / customer service function lowering effectiveness and value | <ul style="list-style-type: none"> Effective and efficient information management is essential to increase capacity of policy function and ensure information standards in support of authorities Innovative policy development must be rooted in reality. Policy staff must engage with police authorities and develop networks to share best practice | moderate |
| 5 | Policy activity is dislocated from corporate communications function | <ul style="list-style-type: none"> Policy activity must be coordinated with communications strategy to optimize quality and for greater APA corporate impact Policy staff must develop an engagement strategy targeted at decision makers within their area of responsibility | moderate |

| | | | |
|---|--|--|-----------------|
| 6 | Insufficient policy development capability | <ul style="list-style-type: none"> ▪ Training and development is essential for a high-performing, contemporary workplace ▪ Good practice policy development and management disciplines and systems are required to optimize effectiveness and use of resources ▪ Need for greater resilience of corporate memory to staff turnover. Improved information management (data storage and retrieval) is essential to business continuity to avoid performance dips. | moderate |
|---|--|--|-----------------|

Policy Function Strategic Outcomes and Objectives

Outcomes

- Outcome 1: The APA produces high quality, high value policy advice that influences the policing agenda and effectively supports the needs of police authorities
- Outcome 2: Policy networks contribute to new planning and prioritisation processes
- Outcome 3: The APA policy function is efficient, innovative and a key driver of value for the organisation
- Outcome 4: The policy function is closely integrated with APA business processes and information flows, especially the communications strategy

Objectives

The policy function objectives are distinct from those relating to policy planning and work programmes. These are included in the annex of the document.

This section of the document outlines the strategic objectives necessary to ensure a high-value policy function within the APA. Policy analysis and development is a core function of the APA and central to its overall value proposition. The policy function creates intellectual capital that contributes to both influencing the policing agenda and supporting authorities - two elements of the APA vision and mission, and performing well in this role is therefore essential.

All the objectives outlined below focus on increasing the policy analysis and development capability of the APA.

1 Focus the policy work programme

Better prioritisation of the APA work programme, including policy activity, underpins the organisation's entire strategy for improving performance. Doing fewer things well will further the APA's strategic intent of providing greater value to authorities.

An improve planning process to improve prioritisation of next year's work programme is already underway. However, a comprehensive planning framework will be developed over the coming months for rollout in 2010/11. Features of the new framework are expanded on below.

Actions required to fulfil this objective include:

- Implement new prioritisation regime within policy network planning process

2**Increase capacity of APA secretariat**

Prioritisation of the APA work programme is only half the solution to improving capability. Better Information management and re-design of the APA-authority interface are also essential elements of business improvement.

The initiatives below fit closely with proposals discussed in the Business Operations and Customer Support function chapter. Many of the changes will be 'owned' by this area of the APA, but designed in close consultation with policy staff.

Releasing under-utilised capacity within the secretariat complements proposed new planning processes. Improved information management systems, processes and infrastructure, and a more streamlined customer service interface aim to increase efficient and effective use of information and secretariat interaction.

Actions required to fulfil this objective include:

- Introduce new document storage processes, naming conventions and protocols
- Explore option for better information exchange with partners and stakeholders
- Investigate appropriate document management IT solutions
- Design a new APA interface to increase information accessibility to authorities and reduce low value customer contact with policy staff. New office protocols to be implemented, including consideration of staff roles and responsibilities.

3**Increase resilience of the policy function**

The current configuration of policy responsibilities within the APA secretariat inhibits flexibility and presents significant risk from staff turnover (i.e. corporate memory walking out the door). The policy model encourages specialisation, constructs information silos and relies unduly on the tacit knowledge of individuals.

A review of the policy function is required to unleash capacity and reduce risks associated with business continuity. The model must permit policy staff to apply their skills to any policy issue, particularly with the shift to a more focused work programme and the prospect of introducing project *teams*. New information management systems and protocols are essential to enable this change in working. In particular, the APA must improve information capture, storage, exchange and accessibility and focus on codifying knowledge.

Actions required to fulfil this objective include:

- Review the policy development model and configuration of staff responsibilities
- Introduce a new model for allocating and tracking resources against activity
- Implement new information management regime, including protocols for storing and exchanging information
- Introduce training and development action plan

4**Improve support to authorities– information quality and accessibility**

The information produced by the APA must be made more readily available to police authorities and stakeholders. The proposed new APA-authority interface will enable better information flow and is a critical dependency for the success of this objective. The interface must, however, enable two way exchange of information – particularly where consultation occurs with authorities and stakeholders. There is scope for efficiency improvement here especially. Internal systems must enable relevant information generated from policy activities to be readily accessible by external users. ICT infrastructure is an important enabler.

Actions required to fulfil this objective include:

- Policy function to inform information needs and system development of new APA-customer interface by aligning delivery processes

New Planning Model

A comprehensive organisational view of the planning process is outlined in the 'Governance' chapter of the document. The policy networks play an integral role in this process by undertaking a first-cut review of policy initiatives to short-list priorities. Progress has already been made to establish a more disciplined approach to prioritising within networks, but more is required. In particular, the process relies upon new analytical tools to prioritise activity. In addition, new planning cycles will be implemented to ensure a clear flow of information and decision-making from initial 'long lists' generated by the APA, authorities and regions, through the CAG to the Board for a decision about the work programme from one year to the next.

The capacity of policy networks to actually deliver work is a further determinant of the amount of activity the APA is capable of undertaking each year. Networks are still improving their understanding of different models for distributing work to regions to increase capacity.

In addition to better planning, the capacity of the APA will be further increased through a more disciplined approach to managing information and general workplace practice, such as project management procedures.

| | Outcomes | Objectives | Related risk | | | | | | Related component of APA mission | |
|---|--|--|--------------|---|---|---|---|---|----------------------------------|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | | |
| 1 | The APA produces high quality, high value policy advice that influences the policing agenda and effectively supports the needs of police authorities | <ul style="list-style-type: none"> ▪ Focus the policy work programme ▪ Improve support to police authorities – information quality and accessibility ▪ Develop an engagement plan | | ✓ | ✓ | | | | | Influence the policing agenda... Support & equip police authorities... |
| 2 | Policy networks contribute to new planning and prioritisation processes | <ul style="list-style-type: none"> ▪ Focus the policy work programme | | ✓ | ✓ | ✓ | | | | Influence the policing agenda... Support & equip police authorities... |
| 3 | APA policy function is efficient and a key driver of value for the organisation | <ul style="list-style-type: none"> ▪ Increase the capacity of the APA secretariat ▪ Increase resilience of the APA policy function | | ✓ | | | | ✓ | ✓ | Influence the policing agenda... Support & equip police authorities... |
| 4 | The policy function is closely integrated with APA business processes and information flows, especially the communications strategy | <ul style="list-style-type: none"> ▪ Improve support to police authorities – information quality and accessibility | | ✓ | | | ✓ | | | Influence the policing agenda... Support & equip police authorities... Support & equip police authorities... Promote the role & achievements of police authorities |

Priority Actions

| Objective | Priority Actions | Dependencies | | |
|-----------|--|--------------|------------|----------|
| | | Comms | Governance | Bus. ops |
| 1 | <ul style="list-style-type: none"> ▪ Implement new prioritisation regime within policy network planning process | | ✓ | |
| 2 | <ul style="list-style-type: none"> ▪ Introduce new document storage processes, naming conventions and protocols ▪ Explore option for better information exchange with partners and stakeholders ▪ Investigate appropriate document management IT solutions ▪ Design a new APA interface to increase information accessibility to authorities and reduce low value customer contact with policy staff. New office protocols to be implemented, including consideration of staff roles and responsibilities. | | | ✓ |
| 3 | <ul style="list-style-type: none"> ▪ Review the policy development model and configuration of staff responsibilities. This may require teams to increase depth & resilience. ▪ Introduce a new model for allocating and tracking resources against activity ▪ Implement new information management regime, including protocols for storing and exchanging information ▪ Introduce training and development action plan | | ✓ | ✓ |
| 4 | <ul style="list-style-type: none"> ▪ Policy function to inform information needs and system development of new APA-customer interface | | | ✓ |

(iii) Governance

Introduction

A review of the APA, completed in July 2008, recommended a number of significant changes to the governance of the organisation. Inclusivity, transparency and clear accountability were placed at the centre of the Review's recommendations, with the intention that police authorities would increase their working and collaboration at a regional level.

The Review articulated the principles of good governance relevant to the APA:

Good governance is about being accountable, effective and efficient, participatory, transparent, responsive, consensus-oriented, and equitable. The APA aspires to a good governance model which ensures:

- Legitimacy and voice (ensuring participation and consensus orientation)
- Direction (ensuring a clear strategic vision)
- Performance (ensuring responsiveness, efficiency and effectiveness)
- Accountability (ensuring accountability to members and a transparent process)
- Fairness (ensuring equity and rule of law)

The APA will strive to develop a reputation for being able to maintain and provide timely and accurate information on its business, its directors and officers to its members. If this is achieved internally, then the business delivery and external reputation of the APA will similarly grow; as excellence in governance leads to excellent results.

The APA Review is being constantly evaluated in order to ensure that the APA remains relevant and accountable in terms of both its governance arrangements and decision making processes; and with the development of a strategic planning process for the APA a number of amendments are proposed to the governance structure and processes to ensure that the Association's decision making processes best fit the businesses needs and planning processes of both police authorities and our national partners.

Value Proposition

Good governance is a fundamental requisite for value creation by the APA. Governance provides the necessary mandate, intellectual rigor, systems and structures to navigate the organisation through a complex operating environment and ultimately, deliver value to police authorities.

The APA's value proposition rests on its ability to influence decision-making within the policing environment and support member police authorities. Influence relies on credibility and reputation. Effective support depends on good systems, processes and use of resources. The governance proposals in this chapter address both elements.

Credibility and Reputation

An objective of the APA is to shape the policing agenda. Its ability to influence partners, stakeholders, government, and its own members in this regard depends critically on the strength of its representation, derived principally from sound analysis and robust decision-making. Procedures for prioritising activity, rigorous oversight of democratic process, integrity, leadership, transparency and concern for delivering value for money contribute further to solidarity and reputation.

Processes and structures enable robust, transparent decision-making and deliver the corporate buy-in that underpin the APA's mandate and influence with stakeholders. Buy-in by member authorities to positions taken by the APA can only be achieved where due process is perceived as fair and effective. The proposals outlined below primarily aim to improve the organisation's ability to prioritise its work programme for greater influence and to enable the provision of better support to police authorities. The APA's role is re-examined in this light, with emphasis on a risk-based approach to decision-making. The decision-making/meeting cycle is fundamental to better planning and is also outlined below.

Approach

Managing Risk

This plan shifts the APA's governance model to a risk-based approach to prioritise its work programme – a significant innovation. The approach encourages a methodical assessment of what matters most and where best to expend the organisations resources to achieve its objectives.

The APA has already commenced implementation of this new approach and is apparent in the format of the strategic plan with the inclusion of risk analyses for both functional and policy-related activity. Collectively, these assessments form a risk pyramid to permit corporate prioritisation of activity. This process will be coordinated through the Coordination and Assurance Group (CAG) and training for members and Secretariat staff is required to improve risk assessment capability.

A tool for prioritising the work programmes of policy networks is already in use (prioritisation matrix) and further work will be undertaken to adapt the model for use at a corporate level.

The Coordination and Assurance Group (CAG)

The terms of reference for the CAG have been revised to reflect the body's enhanced role and objectives. The CAG's ability to manage risk, however, is dependent on the information it

receives. Accordingly, new processes for managing the work programme are required, including introduction of better project and resource management practices within the APA secretariat.

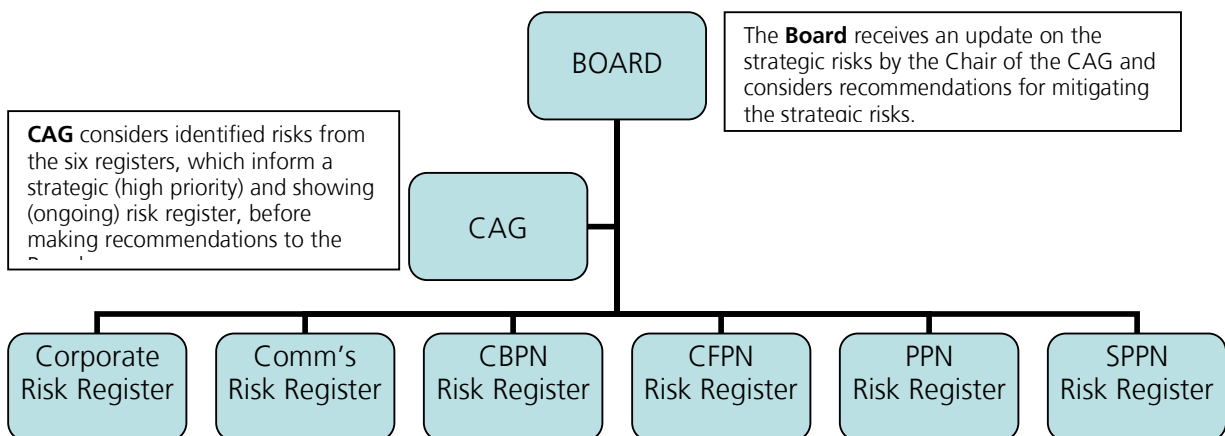
The CAG will meet regularly to monitor risks across the organisation, including those associated with delivery of policy work programmes. As already indicated, initial steps have already been taken to implement a new risk management regime. However, a more structured and pervasive approach to managing risk is proposed.

The proposals already contemplated include functional risk registers managed within both the APA Policy Networks and the Secretariat. Six such registers are initially proposed. Any high priority risks identified on these registers, which can not be mitigated at a local level, will then be reported to the APA Coordination and Assurance Group (CAG) for strategic corporate consideration.

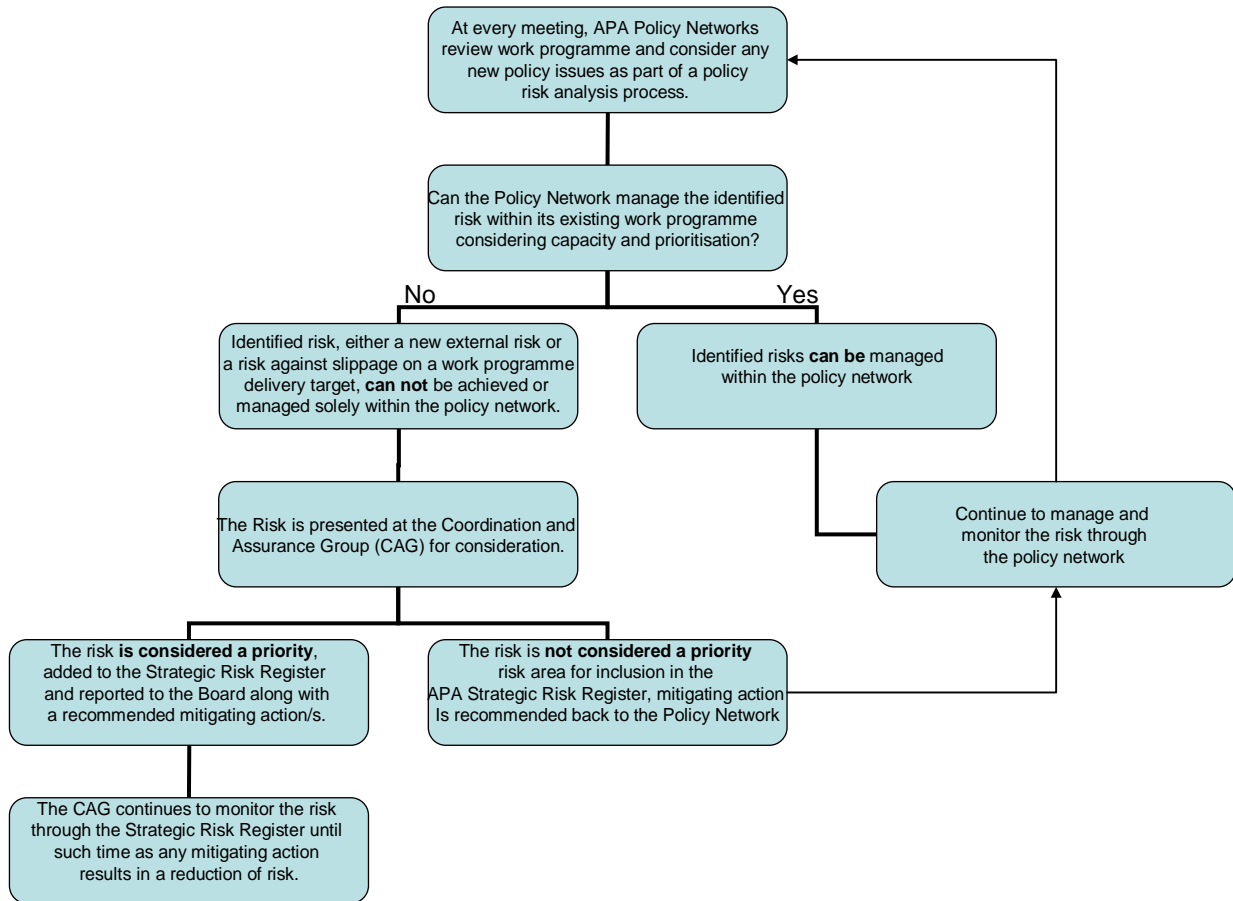
The proposal is that the CAG will consider any risks identified by the policy networks as unmanageable within the policy network (because of capacity or resource) and take a view whether these should be added to the APA Strategic Risk Register (the high priority risks in need of immediate mitigating action).

The CAG will then report to the APA Board and make recommendations for mitigating action against the Strategic Risk Register.

The diagram below visualises this process.



The flow chart below outlines this process. Ongoing management of the organisational both the Strategic and Showing Risk Register (the register which continues to monitor those priority risks identified but now being managed with mitigating action) will also be done by the CAG.



The APA must be sufficiently nimble to adjust its work programme priorities as changes in its operating environment dictate. The CAG’s corporate view of the full APA work programme make it an ideal arbiter for changes in programme direction, informed by review processes introduced to the operation of functional and policy areas.

The CAG’s role will be re-focused and enhanced. It will report directly to the Board and employ a risk-based approach to monitoring expenditure and delivery of the work programme, including oversight of corporate functions. Improved financial management is an important objective within this plan and the CAG will make a significant contribution in this area.

In order to enable the CAG, the following amendments to the CAG terms of reference are proposed:

- The CAG will meet ahead of the Board to enable timely recommendations based on risk assessments
- The CAG membership will be amended to include the Chairs of the four policy networks as well as APACE and PATS representation
- The four policy network chairs will present their risk registers to the CAG
- The CAG will also monitor functional and corporate performance, including communications, business support, finance, estate and human resources
- If and when new areas of business present themselves to the APA throughout the year, the CAG’s risk assessment will inform organisational priorities, followed by recommendation to the Board about any proposed changes to the business plan and/or work programme

It should be noted however, that the CAG is not a decision-making body. Rather it will monitor risk and escalate issues to the Board as required, based on agreed parameters – and in accordance with good business practice.

The decision making process

The APA has two important dates within the business year at which key strategic decisions are taken.

- The Annual General Meeting (AGM) to elect a Chair, Deputy Chairs, appoint the Board and approve the company accounts; and
- the Business Plan sign off meeting, and
- the annual meeting to review and agree subscriptions, grants to ACPO and the direction of the draft business plan.

The APA is a limited company subject to the Companies Act. Accordingly the organisation must hold an AGM to appoint its Board and agree the company accounts.

Traditionally the APA AGM has been held in late July to ensure that any changes to membership of police authorities, including Chairs, can be reflected as soon as possible at APA Council. However, moving the AGM back to September may allow the fiscal year to be closed appropriately before the auditors are engaged.

Review of the Current APA Governance timetable

The APA's decision-making cycle must align with the secretariat's commitments. A slight imbalance currently exists as outlined above in terms of financial reporting and the proposals within this plan remedy this situation.

Traditionally the APA AGM has been held in late July to ensure that any changes to membership of police authorities, including Chairs, can be reflected as soon as possible at APA Council. However, moving the AGM back to September would allow the fiscal year to be closed appropriately before the auditors are engaged; previously this has always been a rushed process.

In relation to the business planning cycle, it is proposed that Council meetings are realigned to ensure that the APA business plan can be agreed before the start of the new business year. This process would commence in September, with a year-to-date report indicating progress against the current year's priorities, a horizon scan and risk assessment.

If agreed it is envisaged that any fiscal savings made would be utilised to improve communications, including the introduction of a VTC capability at the APA offices, therefore allowing for potentially even greater communication with members.

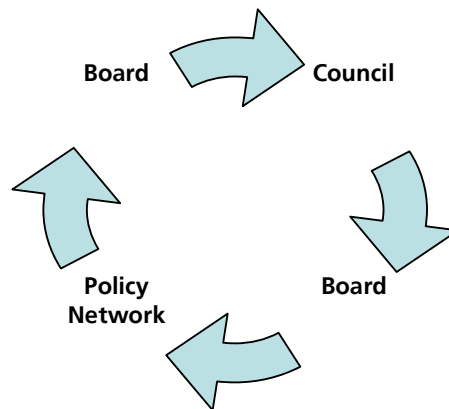
The proposal below is based on the premise that decision making is the purpose of the council, and it should have a minimum of three meetings a year to consider its key areas of business which inform how the rest of the business structure operates.

The Council meetings are realigned to ensure that the AGM is held in September, thereby allowing greater time to close down the previous fiscal year, and to allow for the endorsement of the annual business plan before the start of the new business year.

Proposed APA Governance Model

| | | | | | | | | | | | |
|------------|------------------------------------|-------------------------------|------------|------------|----------------------------------|-----------------------|------------------------|------------|-----------------------|---------------------------------|------------|
| | | | | | | | | | | | |
| | C | | | | C | | | | C | | |
| B | | B | | B | | B | | B | | B | |
| | | | PN | | | | PN | | | | PN |
| Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| | Review end of year report | APA/ ACPO Joint Conf | | | AGM & sign off accounts | Board Away- day | APA annual Conf' | | Agree annual BP | Chairs /CEOs Away- day | |

In order to ensure there is clear flow of information throughout the organisation the three Council meetings have been placed evenly throughout the year in between the six Board meetings, and as the table above clearly demonstrates this leaves three monthly windows for the policy network to meet. The policy networks, although restricted to three meetings a year, will be part of a clear flow of information reporting through the Board and up to Council as demonstrated by the diagram below.



It is important to note that whilst the proposal reduces the number of Council meeting per year the APA would like to use the opportunity to enhance its relationship with the regions. If this option is adopted the Secretariat will explore how to utilise the time gained by, for instance, holding meetings at a supra-regional level. In addition consideration will be given to other opportunities for council to meet, for example at the APA annual conference in November.

The benefits of option one are that:

- There is a rationale behind the number of Council meetings as they are aligned to fit with key decision points throughout the year.

- Council meeting timings are tweaked so that it better fits with the business plan development cycle, meaning that the plan is approved before the start of the new business year.
- AGM is moved back two months therefore allowing for a less rushed process in finalising the company accounts.
- Moving the AGM will also accommodate a potential move of local elections to June.
- There is a clear flow of information throughout the year through the APA governance structure from Council via Board down to policy network and back again.
- It frees up space for increased regional activity.
- There is a financial benefit of up to £15,000 by reducing the number of Council meetings from four to three, thus allowing investment in improved communications e.g. VTC.

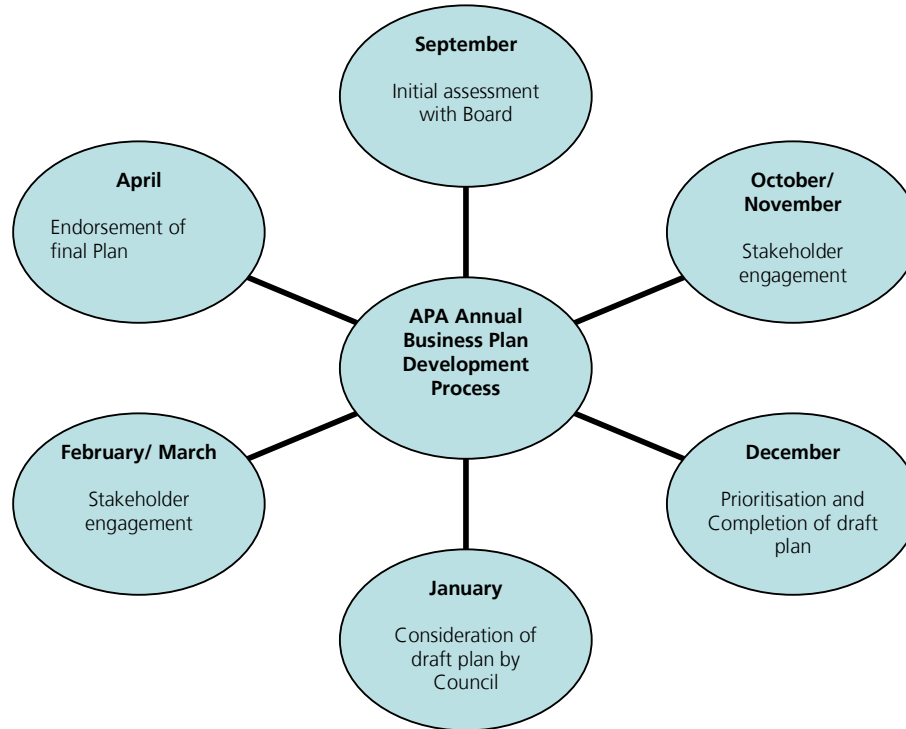
The risks of option one are that:

- Council may feel disenfranchised by seeing a reduction in the number of meetings being held annually.
- There may be a risk following local elections in May that the APA may lose its chair/deputy chair and have to wait an extra eight weeks till an election of a replacement.
- Concern being expressed that the Policy Networks are being limited to three meetings a year (a number currently hold four meetings).
- Holding a Board meeting in August would not be popular, but if moved to July would clash with policy networks and increase pressure on Secretariat.

Business Planning

If the proposal above is agreed, then the business planning cycle for the APA will commence in September with a year-to-date report indicating progress against the current year's priorities, an horizon scan and risk assessment . Ideally this will include a Board away day as a standing event to review corporate risks and strategic objectives and identify significant emerging issues in the wider environment.

The APA autumn events (policy networks, conferences and stakeholder engagement) will then be used to consult police authorities and our partners on planning priorities. Following consideration of a draft plan during the winter, a further engagement process will take place before final endorsement and publication at the first meeting of the Board in the new business year. This process is illustrated below.



Risk

| | Risk | Explanation |
|---|---|---|
| 1 | Authorities and/or Council do not view the Board as representing their interests | An ineffectual board reduces mandate and representative capacity. APA influence is dependent on broad-based support by authorities, accommodated by strong, representative decision-making through governance structures. |
| 2 | Decision-making is disconnected from critical information input and/or affected by poor scheduling | Good governance requires coordinated information flows and clear delineation of roles and decision-making authority. Cycling of meetings needs better coordination to hit the right decision points at the right time. The newly enhanced role of the CAG is a critical component in the governance format. |
| 3 | Decision-making and planning methodologies are inadequate for effective prioritisation of the work programme | Prioritisation is a pillar of the proposed business improvement programme. Capability to understand and apply effective risk assessments and frameworks to planning processes will be a requisite of both Board and especially CAG members. Training may be necessary. |
| 4 | Inflexibility of governance structures, particularly around planning, reduce APA responsiveness to its operating environment – decreasing relevance and influence | Planning structures must permit rapid, in-year reprioritisation of the work programme and resource allocation. The CAG will be an important first line of defence to any changes in the organisational risk profile. |

Strategic Outcomes and Objectives

| | Outcomes | Objectives | Related risk | | | | Related component of APA mission |
|---|--|---|--------------|---|---|---|--|
| | | | 1 | 2 | 3 | 4 | |
| 1 | APA governance structure and key strategic decision making cycles are synchronised. | <ul style="list-style-type: none"> Meeting dates for key decision bodies are cycled for logical flow of information and decisions | ✓ | | | | Influence the policing agenda at... Support & equip police authorities... |
| 2 | APA governance framework is clearly understood by members, | <ul style="list-style-type: none"> Decision-making bodies (CAG, Board, Council) are clear about their roles and fit in overall decision-making framework | | ✓ | | ✓ | Influence the policing agenda at... Support & equip police authorities... |
| 3 | APA decision making is informed and guided in terms of risk and prioritisation and planning processes | <ul style="list-style-type: none"> Members are capable of implementing risk-based regime Methodologies for risk analysis are effective and manageable | | | ✓ | | Influence the policing agenda... Support & equip police authorities... |
| 4 | Overall governance and decision-making provides VFM and increases the influence of the APA to the benefit of authorities | <ul style="list-style-type: none"> Governance structures and processes permit seamless, robust, efficient and responsive decision-making. | ✓ | ✓ | ✓ | ✓ | Influence the policing agenda ... Support & equip police authorities... |

Priority Actions

| Priority Actions | | Dependencies | | |
|------------------|---|--------------|--------|----------|
| | | Comms | Policy | Bus. Ops |
| 1 | Introduce new governance structure | ✓ | | ✓ |
| 2 | Introduce new CAG terms of reference and way of working | | ✓ | ✓ |
| 3 | Provide risk management training to relevant members and officers | | | ✓ |
| 4 | Embed risk assessment process throughout APA business processes | ✓ | ✓ | ✓ |
| 5 | Commence the 2011-12 Business Planning process in September 2010 | ✓ | ✓ | ✓ |

(iv) Business Operations and Customer Services

Introduction

Business Operations and Customer Service is a new business area to be developed under the Strategic Plan. Its purpose is to:

- Run and manage the APA as an organisation, in terms of day to day finance and budgetary needs and its statutory obligations as a limited company behalf of the APA Board
- Act as a customer interface for services provided through the APA Secretariat
- Sustain itself in terms of the business and HR services it needs to carry out its functions to support the staff and Chief Executive

The current finance and business management has been focused on a yearly cycle with no direct linkage to the business plan except on specific project budgets where known. In terms of customer support, although work is now commissioned through existing policy networks and similarly advice or assistance is sought from the APA Secretariat on an as needed basis, there needs to be better management of the customer interface between what the APA Secretariat can provide and how this links to business and strategy plans.

In particular, by re-configuring staff roles and responsibilities, re-designing information management processes and introducing new infrastructure we hope to release capacity within the Secretariat to better meet the needs of authorities.

In terms of sustaining itself as an organisation, the APA Secretariat has limited support services to sustain its day-to-day operations covering a range of issues such as HR, personal development plans, training and other areas such as facilities and accommodation needs. There is also a clear need to fully address the duty of care requirements in terms of health and safety and other statutory requirements.

Value Proposition

The changes proposed to the Business Operations area will add greater value to police authorities by improving budgetary control within the APA for better alignment with the business planning cycles of authorities and, eventually, shifting to a cost allocation model that better supports business planning. This will include allocating costs to policy networks so police authorities can see where the APA is using resources to provide products and services that assist them in their work, in accordance with the APA mission.

Business Operations will also provide the main customer interface. Specific aims include increasing the efficiency of information flows and ensuring the information provided meets authority requirements. The Communications Chapter provides more detail on these issues. Achieving these outcomes requires effective information management systems that join up policy activity within the APA and across government with police authorities. This possibly includes facilities for a commissioning process. The final element will be looking at sustaining the APA Secretariat as a professional organisation better supported in delivering such services to police authorities.

In terms of governance, it is worthwhile noting that budget and finances are scrutinised under the Coordination and Assurance Group, more details of which are contained in the Governance Chapter.

Risk

| Description | | Explanation | Impact (H,M,L) |
|---------------------|----------------------------------|--|-----------------|
| Sustain Risk | | | |
| 1 | Loss of Home Office Grants | Inadequate procedures and administration of Home Office Grant application may lead to loss of grants | High |
| 2 | Staff Satisfaction and Retention | Lack of development and adequate training opportunity may increase staff turnover | Moderate |

| | | | |
|---------------------|---|--|-----------------|
| 3 | Duty of Care and Non Compliance with Statutory requirements | Non compliance with statutory requirements and duty of care, coupled with not being seen a good employer may harm reputation | Moderate |
| Support Risk | | | |
| 4 | Information and customer needs of authorities and stakeholders are not being met by APA | Lack of access to information services and a definitive customer service interface may affect authorities and stakeholders | High |

Strategic Outcomes and Objectives

The change management programme outlined restructures and repositions the Business Operations and Customer Services function. This includes a review of Secretariat staff roles and responsibilities for alignment with the proposed changes. Action required to make improvements include identifying the services needed, systems and processes to manage and deliver these, and implementing the changes and migrating to the new structure over a phased programme.

- Outcome 1: Consolidated definitive budget process and managed income stream
 Outcome 2: Accessible customer interface for police authorities seeking assistance
 Outcome 3: Support and Sustain framework for the APA Secretariat

| Outcomes | Objectives | Related risk | | | | | Related component of APA mission | |
|----------|--|--|---|---|---|---|----------------------------------|---|
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | Consolidated definitive budget process and managed income stream | <ul style="list-style-type: none"> ▪ Clearly distinguish between non-discretionary and discretionary budget ▪ Develop new cost allocation model including and improve expenditure tracking ▪ Secure income streams – via stakeholder agreements ▪ align APA budget planning cycle with those of police authorities | ✓ | ✓ | | ✓ | | Enables the whole mission is delivered |
| 2 | Superior customer interface for police authorities E.g. more responsive & efficient communication | <ul style="list-style-type: none"> ▪ Develop customer interface ▪ Develop commissioning processes for APA | | ✓ | | | | Support and equip police authorities to ensure efficient and effective policing |
| 3 | Internal APA systems support effective information management & exchange | <ul style="list-style-type: none"> ▪ Improve information flows between policy staff and authorities ▪ Improve information storage & retrieval to support internal information requirements and access by authorities | | | | | | Support and equip police authorities to ensure efficient and effective policing |
| 4 | Support and Sustain framework for APA secretariat | <ul style="list-style-type: none"> ▪ Introduce Secretariat PDR system ▪ Undertake Skills/Job Analysis ▪ Introduce training strategy ▪ Confirm liP status ▪ Revise office support services ▪ Review duty of care arrangements ▪ Review APA accommodation | | | ✓ | | ✓ | Enables the whole mission is delivered |

Priority Actions

Key priorities for 2010-11

- Develop financial management and budgetary processes (non-discretionary/discretionary elements)
- confirm income streams and grant arrangements where needed
- Develop the customer services/commissioning process
- Re-structure the Business Operations and Customer Services area to improve customer support, increase efficiency and increase value from better information management

| Priority Actions | | Dependencies | | | Explanation |
|------------------|---|--------------|--------|-------|---|
| | | Governance | Policy | Comms | |
| 1 | Develop a financial management and budgetary structure to fit APA | ✓ | | | Complements increased risk management function of the CAG |
| 2 | Funding sources identified and confirmed; agreements in place | ✓ | ✓ | | Part of the revised arrangements will be that CAG will provide a scrutiny role for the APA Board |
| 3 | Develop the customer interface/commissioning process | | ✓ | ✓ | This will need to be communicated to police authorities, and linked to policy development for products. |
| 4 | Create the Business Operations and Customer Services area to both deliver financial and customer services | | ✓ | | The creation of the actual business area needs to link with the Policy Development area |