

SUFFOLK POLICE AUTHORITY IMPROVEMENT PLAN 2008/09 - 2010/11

KEY TO TABLE

ACTION	: What we are going to do to achieve an objective.
REFERENCE TO POLICE AUTHORITIES SELF-ASSESSMENT FRAMEWORK	: Refer to paragraph 4.1 of the Corporate Business Plan.
OUTCOMES	: How we will know that the Action has been achieved
COMPLETION DATE	: When will the Action be completed.
LEAD RESPONSIBILITY	: Who is leading on achieving the Action.
PRIORITY FOR COMPLETION	: Target year in which action is to be completed.
PROGRESS	: The extent to which the action has been delivered.

Theme 1 : Organisational Purpose

- Objective** :
- : Being clear about the Authority's purpose and its intended outcomes for citizens and service users;
 - : Enhancing how the Authority holds the Chief Constable to account for the delivery of effective policing services;
 - : Making sure that users receive a high quality service;
 - : Making sure that taxpayers receive value for money.

Action No.	Action	Reference to Police Authorities Self-Assessment Framework	Outcomes	Completion Date	Lead Responsibility	Priority for Completion	Progress
1.1	Review the Authority's Corporate Business Plan which contains the purpose, vision, values and Improvement Plan of the Authority through the Strategy Committee on a six monthly basis in order to reflect the current environment and priorities.	(1.1)	<p>Process in place to review the Corporate Business Plan and Improvement Plan via Strategy Committee every six months.</p> <p>All actions to be completed to the Improvement Plan Timetable.</p>	Report to Strategy Committee on 5 September 2008 and thereafter at six monthly intervals.	Chair of the Police Authority	2008/09	
1.2	Establish a process for strategic planning including: <ol style="list-style-type: none"> 1. agreeing/reviewing the Constabulary's vision, mission and values; 2. using information gathered to make decisions; 3. better use of information gained by members and officers from environmental scanning; 4. devising a strategy for working with the Constabulary stakeholders and communities to set the strategy and priorities for policing. 	(1.2, 1.4, 1.6 and 2.4))	<p>The establishment of a process for reviewing the vision, mission and values, and three year rolling policing plan which fully takes into account information gathered concerning service quality and environmental scanning.</p> <p>A strategy for working with partners has been introduced and in which policing priorities are effectively influenced by partner views.</p>	July 2008	Chair of the Monitoring and Audit Committee	2008/09	

Action No.	Action	Reference to Police Authorities Self-Assessment Framework	Outcomes	Completion Date	Lead Responsibility	Priority for Completion	Progress
1.3	To ensure effective partnership working in respect of the Authority's and Constabulary's key strategic partnerships (to include preparing for the introduction of Comprehensive Area Assessment).	(1.3)	The establishment and use of effective processes and structures. The information gathered during partnership working directly informs the Authority's decision-making processes. The clarification of members' role in partnership working.	July 2008	Chair of the Engaging Communities Committee	2008/09	
1.4	Enhance the Authority's awareness and understanding of how value for money (in the context of Police Use of Resources Evaluation - PURE) is determined in order that the Authority effectively scrutinises value for money issues.	(1.5)	The delivery of a training session on value for money. Evidence that the Authority challenges/scrutinises on value for money issues in an effective way.	September 2008 April 2009.	Chair of the Monitoring and Audit Committee	2008/09	
1.5	Undertake a review of the Authority against the Association of Police Authorities - Police Authority Self-Assessment Checklist [when finalised and published by the APA].	(-)	To be advised.	To be advised.	Chair of the Authority	To be advised.	
1.6	To enhance the Authority's awareness and understanding of collaboration and the benefits it can bring to maximise the efficiency and effectiveness of policing and to ensure that members are actively engaged in the oversight of Constabulary developments with collaboration.	(-)	The delivery of an awareness briefing on collaboration. Evidence that the Constabulary is maximising the potential of collaboration. Lead members for collaborative projects identified. Regular monitoring of collaboration.	March 2009	Chair of the Authority	2008/09	
1.7	The development of a strategy for maintaining focus during a period of potential uncertainty flowing from the review of Suffolk by the Boundary Committee and the expected Green Paper following the Flanagan Review	(-)	A clear strategy for maintaining focus is agreed.	December 2008	Chair of the Authority	2008/09	

Theme 2 : Defined Functions and Roles

- Objective** : Being clear about the functions of the Authority;
 : Being clear about the responsibilities of members, police authority staff and officers and staff under the direction and control of the Chief Constable;
 : Being clear about the relationship between the Authority and the public;
 : Enhancing how the Authority holds the Chief Constable to account for the delivery of effective policing services.

Action No.	Action	Reference to Police Authorities Self-Assessment Framework	Outcomes	Completion Date	Lead Responsibility	Priority	Progress
2.1	Produce an Annual Governance Statement.	(2.4)	Production and publication of an Annual Governance Statement which complies with national guidance and which demonstrates the effectiveness of the Authority's governance arrangements in practice.	June 2008	Chair of the Monitoring and Audit Committee	2008/09	
2.2	Revise the Code of Corporate Governance (including the development of a member/officer protocol).	(2.4)	Production and publication of a Code of Corporate Governance (and member/officer protocol) which complies with national guidance; and which demonstrates the effectiveness of the Authority's governance.	March 2009	Chair of the Monitoring and Audit Committee	2008/09	
2.3	Revise the Arrangements for Discharge of Functions to include: - an updated list of all Police Authority functions/statutory obligations; - a clear statement of officer delegations and functions.	(2.4)	Members and officers are clear about the functions and delegations applicable to the Authority.	March 2009	Chair of the Authority	2008/09	
2.4	To enhance the clarity of the Authority's functions and duties, produce a diversity scheme that incorporates all current Authority statutory schemes and other strands of diversity.	(2.4)	Production of a scheme which satisfies the Authority's duties.	June 2008	Chair of the Authority	2008/09	
2.5	Update the Freedom of Information Act Publication Scheme.	(2.4)	Production of an updated scheme.	March 2009	Chair of the Authority	2008/09	
2.6	Revise the Financial Regulations (following the introduction of the Constabulary's new financial system).	(2.4)	Production of a revised Financial Regulations	July 2008	Chair of the Monitoring & Audit Committee	2008/09	
2.7	Implement the processes for the production of statutory publications (nb via Publications Development Working Group).	(2.4)	Consistency and alignment across corporate publications	September 2009	Chair of the Engaging Communities Committee	2008/09	
2.8	Develop a system for the Authority's oversight of inspections and audits.	(2.4)	To be advised.	To be advised.	Chair of the Authority	2009/10	

Theme 3 : Promoting and Demonstrating Appropriate Behaviour

Objective : Individuals, whether member or officers, behaving in ways to uphold and exemplify effective governance.

Action No.	Action	Reference to Police Authorities Self-Assessment Framework	Outcomes	Completion Date	Lead Responsibility	Priority for Completion	Progress
3.1	Train all new members and officers of the Authority on the new Code of Conduct within a reasonable period of taking up their position.	(3.1)	All new members and officers are trained in accordance with the Code of Conduct with a view to facilitating member compliance with the code and enabling officers to offer advice with regard to its provisions.	Ongoing	Chair of Standards Committee	2008/09 (Ongoing)	
3.2	Devise a statement of corporate social responsibility to operate in the conduct of business.	(-)	To be advised.	To be advised.	Chair of the Authority	2009/10	
3.3	Produce a procedure to handle complaints against the Authority as an organisation.	(3.2)	Production and publication of a complaints procedure.	December 2008	Chair of the Authority	2008/09	

Theme 4 : Informed, Transparent Decisions and Managing Risk

Objective : Having and using good quality information, advice and support;
: Making sure that an effective risk management system is in operation.

Action No.	Action	Reference to Police Authorities Self-Assessment Framework	Outcomes	Completion Date	Lead Responsibility	Priority for Completion	Progress
4.1	Train all new members and relevant officers on risk management.	(4.1)	Active engagement by members and officers in the delivery of risk management strategy	Ongoing	Chair of the Monitoring and Audit Committee	2008/09 (ongoing)	
4.2	Ensuring the timely production of high quality reports written in compliance with the Report Writing Guidelines to enable statutory deadlines to be met.	(-)	The continuous throughput of compliant reports.	Ongoing	Chair of the Authority	2008/09 (ongoing)	

Theme 5 : Capacity and Capability of the Authority and its Executive team.

- Objective :** Ensuring that members and the executive team have the necessary skills, knowledge and experience;
 : Developing the capability of members and the executive team and evaluating their performance both individually and as a group;
 : Striking a balance between continuity and renewal.

Action No.	Action	Reference to Police Authorities Self-Assessment Framework	Outcomes	Completion Date	Lead Responsibility	Priority for Completion	Progress
5.1	Improve the way the Authority conducts all aspects of its business, including how members work together as a cohesive and effective body, tenure in roles, publication of member details feeding back by members, as well as how the Authority interfaces with the Constabulary.	(5.1)	The more efficient and effective discharge of the Authority's business.	December 2008	Chair of the Authority	2008/09	
5.2	Produce a member recruitment plan.	(5.2)	A clear understanding of the role and demands of an Authority Member and the qualities to be sought.	December 2008	Chair of the Authority	2008/09	
5.3	Ensure the member performance evaluation process and arrangements for member development are fit for purpose.	(5.2)	A clear understanding of the development needs of the Authority membership together with a system for delivering documented outcomes.	December 2008	Chair of the Authority	2008/09	
5.4	Implement a new performance development review process for the Chief Executive, Deputy Chief Executive and Treasurer posts.	(5.2)	The implementation of a Scheme, together with documented outcomes.	June 2008	Chair of the Authority	2008/09	
5.5	Develop a Mentoring Scheme for members and officers.	(5.2)	To be advised.	To be advised	Chair of the Authority	2009/10	
5.6	Improve the current arrangements for vetting members and considering the extension of the vetting process for members.	(5.2)	An agreed process is applied to all members as applicable to their role.	March 2009	Chair of the Authority	2008/09	
5.7	Align the terms and conditions of service of Police Authority Staff Team.	(-)	Terms and conditions reviewed and appropriate changes made.	September 2009	Chair of the Authority	2008/09	
5.8	Arising from review of Communications and Marketing (see Theme 6.1) review the current arrangements for specialist communications support.	(5.3)	Review complete and level of specialist communications support in place.	December 2008	Chair of the Authority and Chair of Engaging Communities Committee	2008/09	
5.9	Train all members, officers and volunteers on diversity.	(-)	All members, officers, and volunteers are trained in diversity.	Ongoing	Chair of the Authority	2008/09	

Theme 6 : Engaging Stakeholders and Making Accountability Real

- : Active and planned approach to dialogue and accountability to the public;
- : Active and planned approach to responsibility to staff;
- : Engaging effectively with institutional stakeholders.
- : Communicating the Authority's vision of its purpose and intended outcomes for citizens and service users.

Action No.	Action	Reference to Police Authorities Self-Assessment Framework	Outcomes	Completion Date	Lead Responsibility	Priority for Completion	Progress
6.1	Revise and publish Communications and Marketing Strategies for the Authority (to include interface with public, partners and local stakeholders).	(5.3)	Publication of communications and marketing strategies, and improved methods of e-communications.	December 2008	Chair of Engaging Communities Committee	2008/09	
6.2	Improve the effectiveness of the Engagement Strategy including strengthening the performance management of the Strategy to ensure it delivers appropriate consultation to all sections of the Community.	(-)	The purpose of consultation is identified (e.g. clarity of purpose). A strategic framework for engagement and resourcing implications is developed. Consultation/engagement is undertaken, findings identified and used to inform and influence decision-making.	March 2009	Chair of the Engaging Communities Committee	2008/09	
6.3	Ensure that the Authority maintains its ability to engage with partners during uncertainties arising from the Review by the Boundary Committee.	(-)	Effective engagement with partners.	Ongoing	Chair of the Engaging Communities Committee	2008/09 (Ongoing)	