

		APPENDIX A			
		Lead Member			
		Chair Operational Policing Panel			
		Who		When	
Address CPA STRATEGIC THEME No 3	Action 1 : Delivering public priorities <i>Establish auditable mechanisms to demonstrate how public priorities are sought through consultation, followed by the setting and delivery of service priorities at Force and BCU level. This will focus on the requirement for police authorities to have regard to the views of the public when setting policing priorities.</i>				
TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Identify opportunities for broader engagement focused on identifying and delivering policing priorities.	Provide inclusive approach to seeking wider community engagement and fulfil statutory responsibilities.	✓	Engagement of representative sample of the public. Local Survey to 2,400 per annum and back up focus groups for under-represented (e.g. BME, Farmers, Sexual Equality Groups) Wider understanding of the role and responsibilities of the Authority. Part of summer roadshows and quarterly slot in Community Mirror newspaper and Local Authority magazines. Active participation of more organisations and communities of interest. Thematic consultation at Summer roadshows.	C Exec	Annual
Identify and remove unnecessary duplication and identify further opportunities for joint working.	Effective use of consultation and partnership resources.		Involvement at/contribute to partnership communication and engagement meetings. All of our consultation results are on our website, presented at Operational Policing Panels and sent to CSPs.	C Exec	Ongoing
Put in place auditable mechanisms to demonstrate that policing priorities reflect public priorities.	Statutory and inspection requirement.	✓	Clear link in the Policing Plan with public priorities. The Policing Priorities are agreed for recommendation to the Police Authority following consideration of	Head of Corp Planning	Ongoing

	<p>a number of drivers including the feedback from public consultations (e.g. Local Public Confidence Survey, British Crime Survey), neighbourhood priorities, the CPA's Budget Consultation and End of Year Consultation Reports which are presented at the Operational Policing Panel.</p> <p>Public priorities are not the only driver and a high degree of cognisance is also taken of the Home Office Business Plan and the Strategic Intelligence Assessment.</p> <p>The relevant reports and minutes of meetings are available for audit via the CPA website.</p>						<p>Put in place a documented approach to feedback.</p>
Ongoing	<p>Increase in the Public Confidence Measure. Feedback is presented via the CPA website, Local Authority magazines and through direct engagement (e.g. Policing Plan Summaries, "Youth Proofed" Policing Plan Summaries, Crucial Crew)</p>	C Exec	√			<p>Auditable and engenders public assurance and confidence.</p>	

Address CPA STRATEGIC THEME No 4 and 5	Action 2. Focus on partnerships <i>Introduce a code of practice for partnership working and an overarching partnership strategy. A key theme is to work more closely with partners to build safer and stronger communities in Cleveland. This will involve an analysis of the resources available for partnership working, of the value added through partnership working and of priorities for partnership working. There will be greater emphasis on feedback mechanisms to report and disseminate information.</i>					Lead Member
TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When	
Introduce a code of practice for partnership working and a partnership strategy, consulting with force and partners.	Providing good governance and auditable processes.	✓	An agreed strategy and code of practice which are the subject of an annual review for currency and effectiveness.	Strategy/ Performance Manager	Completed	
Analyse current partnership arrangements for effectiveness and target resources to maximise representation where value is added.	Provide a rational approach to the prioritisation and deployment of resources.	✓	Positive feedback from existing partners. Achieved as part of the Police Authority inspection dialogue with stakeholders. More invitations to join partnerships where there is a role to play. New membership of CCJB confidence and engagement group. A working arrangement for feedback to CPA about partnership meetings and activities. Notes of Stockton and Hartlepool CSPs are circulated to members (where applicable).	Strategy Manager Strategy Manager Strategy Manager	Ongoing Ongoing Ongoing	
Influence partner strategies and services in line with CPA strategic priorities and vision.	Seek to align activity and strengthen CPAs position in partnerships. Strengthen CPA's profile and position in partnerships	✓	Positive feedback from existing partners. More invitations to join partnerships where there is a role to play.	Strategy Manager Strategy Manager	Ongoing Ongoing	

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TASKS		REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
				Inclusion on all Cleveland LSP, and on CCJB. Inclusion of Local Authorities and CDRP representatives in Police & Crime Commissioner Transition Group	Strategy Manager C Exec Chair Operational Policing Panel Chair	Ongoing Ongoing

Address CPA STRATEGIC THEME No 3	Action 3. Marketing and information <i>Demonstrate the benefits of consultation by providing more information to the public. The focus is jointly on reassuring the public and raising the profile of the police authority.</i>				Lead Member	
TASKS	REASON	PRIORITY H M L		SUCCESS CRITERIA	Who	When
Explore ways of raising the profile of CPA through stakeholder and public engagement.	Heighten the profile of CPA.	✓		Stakeholder Conference	C Exec	Annually
Target resources to maximising the public confidence and perception measures of policing.	Achieve improvements in the key measures of policing performance.	✓		Improvement in public confidence measures 2.1 Being consulted 2.2 Priorities dealt with, Reported on and monitored via Operational Policing Panel, Force crime updates and BCU Performance meetings.	C Exec CC	Ongoing
Explore ways of raising the profile of CPA at regional and national level, including support for innovative proposals to enhance service delivery and reduce costs.	Heighten the profile of CPA and recognition for achieving an effective and efficient service, value for money and continuous improvement.	✓		More involvement in APA events Year on year increase in measures of public confidence. Reported on and monitored via Operational Policing Panel Meeting.	Chair CC	Ongoing Ongoing
Residents who participate in the telephone survey are given feedback/results.	Increasing public confidence	✓		National and regional organisations recognise and value CPA involvement. Two submissions to APA 2011 Awards on Voicebox "diary-room" consultation and Project I.	Chair of CPA C Ex	Ongoing
		✓		Commission a company, or undertake the work in-house to give feedback. Telephone Survey script amended to include details on how and where to find survey results. Control Room Call-back Process	C Ex CC	Annually after survey

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TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When	
Investigate increased use of technology – email, text, public networking sites.	Widen scope for individuals and communities to contact the authority, and to express views on policing priorities.	✓	Measurable increase in public contact as a result Website updated daily with links to key CPA documents sent to appropriate individuals. CPA has a Youtube channel and has publicly posted 5 videos since July 2010 which include footage of <i>Voice Box</i> thematic consultation, the Neighbourhood Policing Awards 2011 and Youth Proofing the Policing Summaries for 2011/12. The Safe in Tees Valley <i>Voice Box</i> was also used at the CPA Stakeholder event in 2011 to canvass opinion on Police & Crime Commissioners.	C Ex	Ongoing	
Benchmark Cleveland against other PAs who are regarded as exemplar	Promote good governance and value for money in achieving statutory requirements.	✓	An implemented action plan. The APA website and annual feedback on APA Awards provide best practice pieces regarding Police Authority work which the CPA look to embed if applicable and affordable. The CPA has used other PA websites to benchmark the use of their own website.	C Ex	Ongoing	
Proactive Advertising e.g. on back of buses, pay and display tickets, roundabouts.	Improve accessibility of information to the public to engender involvement in priority setting. Improve the public understanding of the context of levels of crime and disorder.	✓	Greater public awareness of role and responsibilities of CPA. Articles about consultation and Police Authority Awareness are posted quarterly in Local Authority magazines.	C Ex	July 2010	

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TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When		
			Wider engagement of the public in setting policing priorities. Increase in Public Confidence Measures.	C Ex CC	Ongoing Ongoing		

Address CPA STRATEGIC THEME No 2	Action 4. Risk Management Review <i>Exercise scrutiny of effectiveness of risk management arrangements:-</i> <ul style="list-style-type: none"> • <i>Ensure that the Force and CPA have made a comprehensive assessment of risks and threats, including putting in place the necessary insurances, business continuity plans and risk mitigations needed to reduce the impact and likelihood of risk events.</i> • <i>Put in place reporting and scrutiny mechanisms so that CPA can assure itself of the continued effectiveness of risk management processes, ensuring that resources are being aligned to high priority areas.</i> 		Lead Member Chair Audit and Internal Control Panel		
TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Develop the role and processes of the Joint Risk Mgmt Group (incl. membership, co-options, etc.)	Good governance practice.	√	<p>Mature risk management process which helps drive business planning and outcomes, validated by Internal Audit review.</p> <p>Risk Management and Business Continuity continue to be embedded within Force and Authority procedures with systems, processes and moderation of all risks in place. A current emphasis is focused on the update and robustness of Business Continuity Plans and the use of 4Risk to ensure an appropriate level of assurance is in place for each risk.</p> <p>The Joint Risk Management Group is chaired by a representative of the Leadership Panel and meets bi-monthly to oversee the development of risk management and consistency of the Force/Authority approach and to review updates to risk registers and emerging risks. New risks are evaluated and added to the Risk Register as the need arises.</p>	DCC / Head of Corp P / C Exec	Ongoing

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TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Define reporting mechanisms to members and input process for members.	Good governance practice.	✓	Timely, relevant information to Members. The Leadership Panel has agreed the Authority's Risk Management Policy and Strategy and has assumed ownership of the Authority Risk Register. Ongoing management of risk will be strengthened by confirmation of the responsible Member and officer for the management of each risk and of the reporting mechanism to the Leadership Panel and to all members. Effective Member scrutiny, validated by self assessment and independent review. Panel Chairs to ensure each Panel identifies relevant risks, including emerging risks, and input to the Joint Risk Management Group for consideration for inclusion on the appropriate Risk Register. Further Audit & Internal Control Panel self assessment is being carried out in 2011/12, and will include Panel role in respect of risk management.	C Exec DCC C Exec Panel Chairs	Ongoing Ongoing

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TASKS	REASON	PRIORITY H M L		SUCCESS CRITERIA	Who	When
Ensure members understand the principles and operations of the developing risk management process.	Heighten awareness of responsibilities to identify and reduce risks.	✓		Members routinely risk manage data to challenge and hold the Chief Constable to account. Authority training plans and briefings to include provision for Risk Management training for members and officers as necessary in line with risk management developments	C Exec Chair & V/Chair of CPA	Ongoing
Develop action plan with reports to members on delivery and review.	Ensure business continuity and the effective allocation of resources.	✓		Force and Authority Business Continuity Plans comply with legislative requirements and relevant best practice. A Risk Action Plan, which supports the remedial actions falling from the Risk Register, is in place and this is reviewed at Leadership Panels and further reported at both Audit & Internal Control Panel and the Joint Risk Management Group.	C Exec DCC	Ongoing to April 2014

Address CPA STRATEGIC THEME No 5	Action 5. Scenario Planning for the Future The authority works with the Chief Constable to ensure the deployment of maximum front-line resources, within funding limits:- <ul style="list-style-type: none"> • Ensure that the long term financial, business and workforce planning are integrated to enable the production of future service scenarios based upon likely funding levels. This will involve the identification of low, medium and high priority services, including a risk assessment to determine minimum levels acceptable for each category. • Agree preferred long term service delivery requirements and map out service delivery scenarios which aim to protect the high priority/frontline services. 			Lead Members P&R Panel Chair/ Ops Panel Chair	
TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Based on the LTFP and realistic funding options, clarify likely service scenarios.	Good business practice.	√	Integrated service and financial planning supported by option appraisals arising from significant or material changes in available funding. Significant progress has been made to date in terms of delivering a budget for 2011-12 that delivers the required savings to balance the budget as a result of funding cuts but does so with no impact on service. This was detailed within the LTFP approved by Members in February 2011. Continued Financial planning ensures that both Force & Authority are addressing any further shortfalls which may arise through enforced budget cuts. Option appraisals to include implications on performance. The work done so far in delivering the required savings and efficiencies has resulted in their being no impact in performance.	Chair V/Chair Treasurer C Exec CC C Exec ACO Corp P	Ongoing Ongoing

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TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Establish mechanisms for effective member input, debate and decision on funding and service provision.	Good governance.	✓	<p>The resources made available to the Force for 2011-12 are such that the Chief Constable will be targeting a reduction in Crime, despite the significant funding cuts. Options for future years continue to be developed and the implications will be evaluated going forward.</p> <p>Improved consultation with the public. Three new public consultation events took place during the year which introduced new ways of engaging with the public and seeking their thoughts and opinions. This will be further enhanced during future financial years as the likelihood of difficult service choices becomes apparent.</p> <p>Rolling integrated service and financial planning timetable which includes environmental scanning by CPA Members. Members are regularly updated on Long Term Financial Planning through thematic</p>	Chair C Exec	Ongoing from April 2010
				Chair V/Chair C Exec CC	Ongoing

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TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
			and periodic briefings from the ACPO and the Treasurer. Bi-monthly financial reports at Policy & Resources Panels provide opportunities for Members to discuss the way forward.		

Address CPA STRATEGIC THEME No 2 and 3	Action 6. Diversity and Equality To ensure that the force is representative of the community it serves and is inclusive in all aspects of diversity:- <ul style="list-style-type: none"> The authority must ensure that the Chief Constable is held to account for the promotion of diversity and equality across the Force. There is a need to scope the requirements for scrutiny in the context of promoting diversity and equality in employment and service delivery, mitigating the possibility of reputational harm. Areas for further exploration with ACPO include:- Workforce mix, Complaints, Attitudes of middle management, Specialist roles 		Lead Member Chair P&R Panel		
TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Define/refine authority policy on diversity (wide definition?).	Ensure compliance with legislative requirements.	√	An agreed policy subject to annual review. An updated CPA Single Equality Scheme will be presented to the Police Authority in December 2011	C Ex	December 2011
Establish key measures and targets for the force and authority on diversity performance, ensuring regular monitoring.	Hold Chief Constable and Chief Executive to account. Ensure compliance with legislative requirements.	√	Annual report incorporating progress against agreed action plans. Improvements in achievement of agreed targets and outcomes. Note obstacle caused by funding cutbacks which result in recruitment freeze.	Panel Chair Head of HR DCC	Ongoing Ongoing
Agree mechanisms for further exploration of specific matters listed above.	Focus on priority issues	√	An agreed Diversity strategy which contains prioritised list of issues and means to address them.	C Ex DCC	Ongoing

Address CPA STRATEGIC THEME No 1 and 2	Action 7. Business Planning To establish a robust plan to deliver an efficient and effective police service:- <ul style="list-style-type: none"> Put in place a business plan which includes a vision, values, goals, strategic priorities, required tasks and an action plan for delivery (including responsibilities and timescales). Consult with ACPO on the business plan. Review the scrutiny and performance monitoring arrangements to facilitate: more timely and effective CPA oversight of the formulation of policies and plans; and a more forward-looking performance regime. Focus more on longer term strategic challenges and the choices available for service delivery with reduced funds. 			Lead Member Vice Chair of CPA	
TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Establish a strategic direction, priorities and options for delivery.	Focus on Strategic Priorities and their delivery:-	√	<p>A current Business Plan. A full revised version of the CPA Business Plan will be presented at the Leadership Panel in December 2011.</p> <p>Integrated service and financial planning process which support delivery of the Strategic Priorities.</p> <p>Option Appraisal of key issues. The strategic direction of the force is set out in the Policing Priorities, Priority Indicator Set and associated targets. Underpinning these are the stated financial objectives of the Authority and Force:</p> <ul style="list-style-type: none"> Retaining a frontline focus Embedding Neighbourhood Policing; Strengthening Protective Services; Enhancing the effectiveness of officers and staff; 	C Exec Chair V/Chair C Exec CC C Exec ACO Corp P CC	December 2011 Ongoing Ongoing Ongoing

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TASKS	REASON	PRIORITY H M L		SUCCESS CRITERIA	Who	When
Implement, monitor, evaluate and feedback to ensure learning from the planning process.	Create a "learning" CPA and contribute to the effectiveness of Members collectively and individually.	√		<ul style="list-style-type: none"> Continuing to drive performance improvements; Maintaining financial & operational resilience. <p>The Futures Group and Project I Programme Board are developing options to deliver these objectives and targets within the reduced funding available.</p> <p>Successful delivery of Policing Plan priorities.</p>	Panel Chairs V/Chair	Each April Ongoing
Share with our partners and stakeholders	Promote CPA and achieve public and stakeholder awareness and input.	√		<p>Each Panel produces an annual report and an annual self evaluation.</p> <p>Annual Member appraisal identifies any significant matters requiring further support.</p> <p>Member appraisals are currently being compiled for 2011-12 by the CPAS.</p> <p>Local, National and regional organisations recognise and value CPA's work.</p>	Chair of CPA C Exec	Ongoing

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TASKS		REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
				Improvement in public confidence measures. CPA Annual Stakeholder Event	C Exec CC Chair of CPA C Exec	Ongoing Annual

Address CPA STRATEGIC THEME No 2, 4 and 5	Action 8. Understanding and Managing Costs <i>Determine the costs of the main service outputs and how these may vary with volume and over time. Evaluate and risk-assess current and proposed initiatives to deliver efficiency savings, incl.:- Outsourcing</i> <ul style="list-style-type: none"> • Business transformation • Process re-engineering • Workforce Modernisation • Collaboration and joint service delivery • Other initiatives e.g. modernisation/ relocation of Force HQ <i>Outline an action plan to deliver further efficiency savings and to shift resources from low priority to high priority areas.</i>			Lead Member Chair of Policy & Resources Panel	
TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Embed an understanding of links between costs and outputs/outcomes, concentrating on under/overspend and the most effective deployment of resources, including the examination of different service options.	Identify underperforming services e.g. through benchmarking Further focusing of resource on frontline. Further promote Value for Money	✓	Comprehensive database of main business costs and outputs. Systematic understanding of Unit costs, outputs and their movement over time. Up to date Estates Strategy and Asset Management Plan Both an Estates Strategy is being revised due to outsourcing arrangements (Phase 2) with Reliance & an update of the Asset Management Plan is due to be presented at the Policy & Resources Panel in February 2012	ACO ACO ACO	Ongoing Ongoing February 2012
			Continuously Improving outcomes for the public. Demonstrable improvements in value for money <ul style="list-style-type: none"> • Better performance for same or lower cost. 	CC C Exec CC	Ongoing Ongoing

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TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
			<p>The in year cuts in funding have been absorbed with no impact on performance. Service improvements have resulted from the outsourcing contract, for instance call backs within the Control Room and improved IT service. The Steria contract will deliver significant improvements in Value for Money in 2011-12 and beyond given the significant reductions in costs that will occur but with services as a minimum maintained at current levels.</p> <ul style="list-style-type: none"> • Year on year improve relative position on performance compared with Most Similar Forces. <p>Option Appraisal of key issues. A review of the VFM indicators has been undertaken and a report of the findings and</p>	CC	Ongoing
				C Exec ACO Corp P	Ongoing

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TASKS		REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
				<p>recommendations submitted to the Futures Group.</p> <p>The Futures Group has been established to drive the Force's response to the requirement to identify and deliver savings that do not reduce frontline services. It has a wide ranging remit to examine any potential areas of greater value for money and saving. It is currently concentrating on the following areas: Force and departmental structures, Workforce modernisation, Estate & Fleet rationalisation, Staff payments & allowances, Income generation, and procurement contracts</p> <p><u>New HQ</u> To further enable a focus on the front line service and to improve Value for Money, significant progress has been made in developing a robust</p>		

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TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
Ensure that the authority authorises all posts being filled and examines warranted officers in non-frontline jobs.	Ensure balance between support and frontline functions is appropriate.	√	financial business case that enable the delivery of a fit for purpose Police HQ that delivers significant savings in terms of running costs. Planning permission for this venture is currently in the approval process.	CC	Ongoing
			Balance between support and frontline meets appropriate recognised best practice / advice. Significant ways to improve this have been identified and are in the process of being delivered. The Work Force modernisation part of the Core Project I contract will deliver significant areas of improvement. Other significant areas for improvement are also being looked at and developed. A 'Wider Scope' of roles and service paper was approved by Members in November 2010 which will be an important avenue for		

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TASKS		REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When
				<p>delivering the necessary efficiencies and savings required in future years. Those areas in the initial contract can also be shown to address some 'outlying' areas that were evidenced as part of the VfM analysis that was part of a Members briefing in October 2010.</p> <p>Civilianisation of police officer posts through Project I has released more officers back to front line duties, placed in the communities they serve. It is hoped that this will further enhance public reassurance and confidence through increased visibility.</p>		

Address CPA STRATEGIC THEME No 2 and 5 TASKS	Action 9. Performance Monitoring <i>The authority should agree a more focused and forward-looking performance monitoring regime with the Force. In order to better scrutinise and guarantee performance outcomes and improvements, there is a need for more forward-looking performance data and closer integration of performance planning, risk management and financial planning.</i>				Lead Member Chair of Operational Policing Panel	
REASON	REASON	PRIORITY H M L		SUCCESS CRITERIA	Who	When
Comprehensive forward looking performance process.	Further promote accountability across all services.	✓	✓	Establish robust targets for performance. Reporting process which utilises trends and target projections to forecast future performances. Updates of performance are provided quarterly at the Operational Policing Panels. Monthly crime figures are distributed from the Police Authority and ACPO with quarterly scrutiny by Members at BCU Performance Meetings.	Op Policing Panel CC CC ACC	Annual Ongoing
Base performance process around policing priorities consulted upon with the public.	Engender public confidence	✓		Continuous improvement in public confidence measures. Input from priority questions within the Local Survey (2010 onwards) is statistically significant at BCU level. Feed into Policing Plan priorities and target setting process.	CC	Annual

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REASON	H PRIORITY M L ✓	Who	When
TASKS		SUCCESS CRITERIA	
Develop a performance dashboard for BCUs and other service units.	To better inform scrutiny. To challenge under performance	Robust, succinct information Performance figures are produced in a dashboard style for reporting internally and to Members Continuous improvement in performance. Programme of reality checks, dip sampling, focus groups and surveys.	CC ACC CC ACC C Exec Ongoing Ongoing

Address CPA STRATEGIC THEME No 1	Action 10. Making our Team "Match Fit" <i>Determine the resource requirements and the training and development needed to strengthen the police authority in the delivery of its scrutiny and oversight functions, and the Force Executive in delivery of the policing service. There is a requirement to identify lead members and officers for key functions so that more specialist resources are available. There is a need to examine how scrutiny of the Force may be delivered in the future.</i>					Lead Members Chair & Vice Chair
TASKS	REASON	PRIORITY H M L	SUCCESS CRITERIA	Who	When	
Identify member skills and their training and development needs.	Establish baseline and development requirements.	√	Annual Member appraisal identifies any significant matters requiring further support. Annual PDR process Informing training and development programme.	C Exec V Chair C Exec V Chair	Sept each year Sept each year	
Review the arrangements for panels and for member roles and officer support. (Skills audit for panels? / lead officer from authority and force for each panel?)	Establish a more effective scrutiny structure.	√	Effective scrutiny validated by self assessment and independent review.	Chair C Exec	March / April each year	
Look to rationalise report production and meetings processes and procedures.	Make better use of human resources	√	CPA is efficient, and effective in meeting its statutory requirements.	Chair C Exec	Ongoing	
Improve CPA self assessment and focus on continuous improvement.	Development and delivery of key objectives	√	Business Plan. Updates provided at Leadership Panels	Leadership Panel	Ongoing	

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TASKS	REASON	PRIORITY H M L		SUCCESS CRITERIA	Who	When
Nurturing of talent within the Force	Invest in the workforce to develop future leaders.			Panel annual work plans	Leadership Panel	Ongoing
				Panel annual self assessments.	Leadership Panel	Ongoing
				Efficiency targets for the CPA	Leadership Panel	Ongoing
			√	Force wide robust succession plans.	Head of HR	Ongoing