

**Report of the Chief Executive to the Chair and Members of  
the Leadership Panel  
6<sup>th</sup> October 2011**

**Executive Officer: Jeremy Holderness, Acting Chief Executive  
Presenting Officer: Dr Neville Cameron, Service Improvement  
Manager**

**Status: For Noting**

**Cleveland Police Authority Business Plan Update**

**1 Purpose**

To provide Members with an update on the progress against the Action Plan within the 2010-13 Business Plan.

**2 Recommendations**

It is recommended that Members:

- 2.1 Note the progress to the Action Plan attached at Appendix A.

**3. Reasons**

- 3.1 Members will recall that the Business Plan 2010-2013 was approved at the Police Authority Executive on 25<sup>th</sup> February 2010.
- 3.2 This plan was subsequently amended in July 2010 mainly as a result of the changes to policing priorities as announced by The Home Secretary, in her speech to the ACPO/APA National Conference in June 2010 and agreed at the Leadership Panel on 20<sup>th</sup> July 2010. The last update of the Action Plan was presented to the Panel on 15 March 2011.

- 3.3 This report outlines the most recent update of the Action Plan as at 23 September 2011.
- 3.4 A full refresh of the Business Plan will be presented at the next Leadership Panel on 14<sup>th</sup> December 2011.
- 3.5 Changes to the Action Plan denoting delivery or part-delivery of tasks, or changes to timescales, have been highlighted in blue in Appendix A.

### **Progress from 15 March 2011 – 23 September 2011**

- 3.6 The approved Business Plan has 10 actions, the progress against these are detailed within Appendix A, however a brief summary of the actions and the progress, where feedback has been provided, follows:

#### Delivering Public Priorities

- 3.7 All tasks have been addressed with all the success criteria having been met.

#### Focus on Partnerships

- 3.8 All tasks have been addressed with the vast majority of the success criteria having been met or completed.

#### Marketing and Information

- 3.9 Most tasks have been addressed with the vast majority of the success criteria having been met or completed. The annual CPA Stakeholder Event and increased use and emphasis of posting business through the CPA website assisted in raising the profile of Cleveland Police Authority at local, regional and on occasion a national level.

#### Risk Management Review

- 3.10 All tasks have been addressed with the majority of success criteria having been met, yet however with an acknowledgement that this is an area that will require continuous focus and development in light of the current financial climate.

#### Scenario Planning for the Future

- 3.11 An area that saw significant progress during 2010/11 and ongoing throughout 2011/12 and it is an area that will require a constant focus

over the next 4 years. The progress to deliver the 2012/13 budget will need to be replicated and improved upon for 2013/14 and beyond.

#### Diversity and Equality

- 3.12 All tasks have been addressed where possible, the area which will cause difficulty going forward, particularly given a current freeze on recruitment, is in meeting targets in relation to the make up of the Force and Authority. A revised Single Equality Scheme is due to be presented at the Police Authority in December 2011.

#### Business Planning

- 3.13 Progress has been made in some very vital areas. There are areas of progress in other tasks which have been recorded to demonstrate progress.

#### Understanding and Managing Costs

- 3.14 Good progress has been made in relation to better understanding where the Authority is in relation to Value for Money which then enables improvements to be planned and recorded. Option appraisals are being developed through the Futures Group and a possible zero-cost move to a new Strategic Police Headquarters, which have been brought forward for Member scrutiny.

#### Performance Monitoring

- 3.15 Actions are mostly being met with direct links from CPA consultation through the Operational Policing Panel.

#### Making our Team "Match Fit"

- 3.16 This area outlines the resource and training requirements required to strengthen the Police Authority in the delivery of its scrutiny and oversight functions. Most actions are for annual update and have been satisfied to date.

## **4. Implications**

### **4.1 Financial**

There are no direct financial implications from this report.

## **4.2 Diversity and Equal Opportunities**

There are diversity and equal opportunities implications from this report. It is recognised that staffing diversity targets are more difficult to achieve at a time when recruitment is severely restricted.

## **4.3 Human Rights Act**

There are no direct human rights issues.

## **4.4 Sustainability**

A robust Business Plan enables a planned and structured approach to service and governance improvements that bolster the sustainability of the organisation.

## **4.5 Risk Assessment**

The opportunity to review the strategic management of the police authority enables business risks to be identified and recommendations made to reduce those risks.

## **5 Conclusion**

- 5.1 The Business Plan is the vehicle for driving service and governance improvements, achieving value for money and for dealing with the recommendations of audits, inspections and reviews.
- 5.2 Significant challenges were overcome and progress was made during 2010/11 while embedding major changes both within the Authority and the Force and this continues to be the case in 2011/12 and beyond.

**Jeremy Holderness**  
**Acting Chief Executive**