



Lancashire
POLICE AUTHORITY
Your County, Your Police, Your Say

Business Plan

2008-2009

Lancashire Business Plan Layout: Contents Page

To be completed once agreed

THE EXECUTIVE SUMMARY

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

Last year, in recognition of the growing demands on members and officers we carried out a number of fundamental reviews of the authority's practices, procedures and structures to build capacity and focus our resources on priorities. We have reviewed the number of committees and the business that is before them. This year we have identified two committees that need to have additional focus to ensure that they are providing the best possible scrutiny and also that they are contributing to the delivery of citizen focused services: External Relations and Professional Standards.

THE NATURE OF OUR BUSINESS

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

We have two objectives, firstly to reassure the public, particularly those who are vulnerable and also to reduce and investigate crime, particularly those offences that are of concern to the public.

The purpose of the business plan is to allow the Authority to identify, clarify and communicate:

- the main projects and work commitments for the current year and how and when progress will be monitored
- the actions that this service will undertake during the current year in its aim for continuous improvement
- the actions that the Authority will undertake to meet our objectives.

The process helps us to continuously improve our service by

- helping managers to allocate workloads and resources
- informing the Personal Development Review (PDR) process
- helping Members and staff to identify, prioritise and contribute to service improvements.

This plan is a living document and will be amended as the Authority deems appropriate.

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

SERVICE OVERVIEW

3 Year Overview

2007 - 2008

Successes

Over the last year our successes have been

- The development of effective proposals to work with the North West Police Authorities and signing the North West Collaboration Agreement
- Consultation with Lancashire people to ensure that their views on the need for additional policing were clearly understood
- Supporting the constabulary's request for additional funding and taking the decision to break the government's "cap" on raising resources to spend on policing
- Achieving an "excellent" score on the LPA assessment of police use of resources, supported by Her Majesty's Inspectorate of Constabulary.
- Contributing to the success of the Constabulary through a robust performance monitoring framework
- Consulting with disabled people and producing the disability equality action plan
- Introducing regular whole authority training for staff
- Formalising arrangements for staff progression and development
- Conducting a review of the committee structure and agreeing a number of changes especially in the content of committee work
- Conducting a full review and restructuring exercise within the Chief Executive's Office
- Embedding performance scrutiny processes across the Authority and developing proposals for an annual scrutiny plan
- Safe transition following new appointments at Chief Executive and ACPO level
- APA participation in the development of Good Governance arrangements
- Continued support for members at a national level participating in APA activities at working group and executive level.
- Developing the community engagement and consultation role of the Authority with substantial involvement through roadshows and open days
- Research undertaken into recruitment and retention and development of Action Plan.
- Conduct of a number of Best Practice visits for Police Authorities and the Turkish Justice Ministry
- Production of multi-media training materials for Independent Visitors, and members of the public
- Launch of the British Sign Language version of the Website
- Launch and development of the Investors in Policing Campaign
- Gaining national recognition for the Investors in Policing Campaign by securing the centre for public scrutiny award for community engagement
- Over 3 million hits on our website.
- Three conferences for our Independent Visitors
- North West Representative on the 14 Force Forensic Procurement negotiations
- Introduction of indicators for front line policing
- Four successful ACPO recruitment processes
- Implementation of Oracle Financial System

2008 - 2009

Internally, this year will be a time of consolidation for the Authority following the changes and reviews of the last 12 months. A period of bedding in for staff in new roles and the altered committees will be necessary to ensure that the Authority is able to operate at its full capacity.

- additional resources being made available for community engagement.
- further roadshows and other activities
- closer alignment between the Police Authority and Crime and Disorder Reduction Partnerships for accountability and answerability
- Development of the Strategic pan Lancashire Crime and Disorder Reduction partnership
- Introduction of Member Development plans
- Formal Member induction programme
- Conclusion of review of Police Authority Community Meetings and move to new consultation and accountability arrangements
- Move to more suitable premises
- Continued input into the sustaining excellence programme.

For the last two years, the Police Authority has increased the amount of Council Tax above the national capping level. It has made a compact with the people of Lancashire that this resource will be focused on tackling serious and organised crime and counter terrorism. It will continue to scrutinise the effectiveness of this investment and will ensure that it accounts for the additional resource to all stakeholders especially local communities.

SHORT TERM OBJECTIVES

Staffing Stability – There are a number of staff who are in new or altered roles and it is necessary to ensure that all staff have the tools that they need to be able to undertake these roles effectively.

Community Engagement – A key role of the Police Authority is to act as a bridge between people in Lancashire and the Constabulary. Having effective mechanisms for community engagement and ensuring that local issues and priorities are reflected by the Constabulary when setting their priorities for policing and the use of resources is important. This year we will build on the success of the Investors in Policing campaign, launched in 2007 and will continue to develop the website as a major communications tool.

Improve resource base of the Authority – Over the last two years, the Police Authority supported Lancashire Constabulary in setting police precepts above the 5% Cap recommended by Government. The Constabulary's resource base has improved and although it still faces considerable pressure in resourcing the policing needs of a complex and diverse County, this year the emphasis will be on internal and co-operative activity designed to improve organisational efficiency.

Improve Authority visibility – It remains important that the role of the Authority as a public facing organisation as well as a key part of Local and National strategic networks is understood by stakeholders and partners. It is intended to build on the work undertaken by Members and Officers with Regional and National bodies to ensure that the Authority is able to influence decision making.

Respond to current diversity challenges - The Authority has a Diversity Action plan which it is working to deliver. This includes a move towards a Single Equality Scheme and further work to embed consideration of diversity and equality matters as part of mainstream activity.

Improve training and development of Members and Officers - It is important that Members are able to respond to ever increasing demands on both their time and the areas of work that they are involved with. The Business Plan proposes a number of actions to assist with this and also to strengthen the Secretariat which supports them.

Improve policy and performance scrutiny – The Role of the Police Authority in the scrutiny of performance management is key. This year, we will be working to an Annual Scrutiny Plan for the first time and will be working to embed performance scrutiny within the programme framework of the Constabulary.

LONG TERM OBJECTIVES

The Corporate Plan for the Authority seeks to focus the Authority's resources into areas of priority. The Police Authority is small and needs to focus its resource on adding value to the Constabulary's performance.

Key Personnel

There are currently twelve people working to support the Authority together with a number of additional professional advisors working under SLAs and consultancy arrangements. This review will report back to the Police Authority in 2007. A new Treasurer will be appointed in 2008/09 to replace the Interim Treasurer, who has been in place since April 2007.

Last year it was agreed to focus on the opportunities for collaboration and joint working. We have signed a collaboration protocol with the other North West Forces and have nominated a member to be part of the proposed Joint Committee for Forensic Services. We will need to continue to develop appropriate structures for decision making that enables police authorities to act together on issues affecting more than one authority.

The Authority also needs to ensure that it has the information needed to show that it is indeed adding value to the work of the Constabulary and additional work is needed to ensure that it is ready to undergo a full comprehensive performance assessment. We have worked with the Authorities piloting the Comprehensive Assessment Framework and will benchmark the authority using those criteria this year. Additional officer and member time will need to be allocated to reviewing the policies and plans of the Authority and looking at the Authority's own performance measures and success criteria.

With effect from April 2008, there will be a change in the composition of members of the Authority. The current composition of three Magistrates and five Independent Members will be replaced by eight Independents, at least one of whom must be a Magistrate. This process will involve the Authority in substantial work needed for the selection during 2008.

KEY ACTIVITY:	1. STRATEGIC DIRECTION						
AIM:	1.1 Build Formal Collaboration Mechanisms with Key Partners	Lead Officer:	Chief Executive				
LIST OF OBJECTIVES:	To ensure that Lancashire Police Authority is actively involved all relevant partnerships To provide opportunities for Lancashire to participate in appropriate collaborations						
KEY MEMBER/ COMMITTEE:	Chair, Vice-Chair of the Authority Full Authority						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Maintain and develop effective North West Regional Collaboration	Secures benefit of joint working and maximise efficiencies	✓			Continued reporting of collaboration Identification of efficiencies	31/03/09	MCW
Participate in regional and national joint committees	Provides effective governance of joint projects	✓			Forensic Joint Committee established with nominated member	30/06/08	MCW
Participate in reviewing the Regional procurement position with a view to improved efficiencies	Improved financial benefits and economies of scale Better standards and specifications	✓			Member consideration of policy in respect of strategic management of third party spend	31/03/09	MCW
Adopt a formal charging mechanism in respect of Constabulary activities	Lack of clarity for partners	✓			Formal policy adopted	31/03/09	MCW

KEY ACTIVITY:	1. STRATEGIC DIRECTION						
AIM:	1.2 Build effective Partnerships at National, Regional and Local Levels					Lead Officer:	Chief Executive
LIST OF OBJECTIVES:	<p>To inform staff and members about LPA activity before external audiences</p> <p>To ensure staff and members are fully informed about the business of - and issues that affect - LPA</p> <p>To implement an effective and integrated internal communications programme</p> <p>Make smarter use of all communications channels and particularly exploiting the interactive possibilities of electronic communications</p>						
KEY MEMBER/ COMMITTEE:	External Relations						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Develop and build on existing links with Partners and Stakeholders	Ensure that effective member representation on Local and National boards	✓			Members of LPA and relevant Officers represent the LPA on all agreed bodies	31 st August 2007	MCW
Ensure existing relationships with Constabulary are developed and maintained	Necessary for good practice	✓			Agreed role definition in respect of issues, good communication between constabulary and authority	Ongoing	MCW
Identification of key groups for the Authority to be represented on	Ensure that the PA voice can be heard as appropriate Effective use of time and resources	✓			Clear member and officer representation arrangements published on the Website	31 st August 2007	CMD
Clear communication of messages between groups and bodies	Reduction in duplication; and clarity of information	✓			Officers/members understand what information is used and shared at all groups and know how to access the relevant members and officers	Immediate start	NJW
Collate all relevant information from meetings and circulate as appropriate	Members and Staff fully aware of all links between areas of work		✓		Library of information, members and staff able to access it, clear communication with Citizens and Stakeholders	Immediate start	LH

KEY ACTIVITY:	1 Strategic Direction						
AIM:	1.3 Ensure that Members are fully represented at all appropriate levels within the Constabulary and CDRP strategic planning process				Lead Officer:	Chief Executive/ Deputy Chief Executive	
LIST OF OBJECTIVES:	Agree all board level representation in line with the sustaining excellence programme Ensure that QPRs and CDRPs have proper member representation Ensure member roles are clearly defined						
KEY MEMBER/ COMMITTEE:	Police Authority Chair and Vice Chair of the Authority						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Agree all relevant boards, committees and groups	Ensure member representation correct	✓			Agreed list with constabulary and key stakeholders Members involved in expressing preferences and self selection for job roles where possible Member allocation completed LPA approval to plans	15/07/08	MCW/ CMD
Agree all Member roles and responsibilities	Clarity of expectation of members	✓			Member roles and responsibilities agreed by members and issued.	31/07/08	MCW/ CMD

KEY ACTIVITY:	2. CONSULTATION/CORPORATE ENGAGEMENT/COMMUNICATIONS						
AIM:	2.1 Development of Effective Communications Strategy				Lead Officer:	Head of Community Engagement	
LIST OF OBJECTIVES:	<p>To ensure that all Key Stakeholders are aware of the role and responsibilities of the LPA</p> <p>To implement an effective and integrated External communications programme</p> <p>Ensure effective targeted communications and campaigns</p> <p>Review all existing communications mechanisms</p> <p>Make more effective use of all communications channels and particularly exploiting the interactive possibilities of electronic communications</p>						
KEY MEMBER/ COMMITTEE:	<p>County Councillor Whipp – Chair External Relations</p> <p>County Councillor Jones – Special Interest in minority engagement</p> <p>Mr Shazad Sarwar special interest in communication and consultation</p>						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
New communications strategy	Three year review	✓			Strategy approved by the Authority	July 2008	NJW
Quarterly partners update	<p>Communicating with key partners and stakeholders helps to ensure that the activities of LPA are understood.</p> <p>Will provide regular briefing for all stakeholders and develop effective engagement</p>	✓			Positive dialogue contributes to the development of quality policing services.		Better Times/ NJW

KEY ACTIVITY:	2. CONSULTATION/CORPORATE ENGAGEMENT/COMMUNICATIONS						
AIM:	2.2 New public engagement activity supported by partner organisations				Lead Officer:	Head of Community Engagement	
LIST OF OBJECTIVES:	<p>To take stock, having regard both to government's new accountability arrangements which focus more on remodelled CDRPs and local authority scrutiny committees.</p> <p>To benchmark effectiveness in:</p> <ul style="list-style-type: none"> Engaging with the public and reaching a broad cross section, representative of the (whole) population. Identifying public priorities to influence the annual policing plan and public priorities for immediate local action. Providing the public with information from the police/LPA on performance and impact. Providing the public with information on policing and LPA activity and initiatives. Identify duplication and opportunities for Joint working with key Partners and Stakeholders 						
KEY MEMBER/ COMMITTEE:	David Whipp, External Relations, Partnership Forum						
LINK TO NATIONAL AGENDA:	<p>Section 106 of the Police and Criminal Evidence Act 1984, then consolidated under section 96 of the Police Act 1996, PACs were originally set up to:</p> <ul style="list-style-type: none"> a) Obtain the views of people in that area about matters concerning policing of the area and for b) Obtaining their co-operation with the police in preventing crime in the area' <p>Police and Justice Act 2006 introduces a new duty to obtain the views of the community on antisocial behaviour</p>						
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Ensure new Community engagement Strategy reflects expectations by Government	Clearer strategy with associated action plans and outcomes	✓			Clear commitments in strategy, Increased accountability re high quality consultation with partners and public	Ongoing	NJW
Drive organisational capacity to ensure a smooth transfer to new 'face the public' consultation activity	To ensure the most effective formats for meetings at district level.	✓			Partners aware of reason behind the change and understand how they can contribute to the review Face The Public (FTP) activities identified in all CDRP areas At least 1 FTP event planned in each area by 31/03/09	March 2009	NJW
To replace the old PAC structure with new 'face the public' engagement meetings delivered in	Improve quality and effectiveness of consultation activity				PACs abolished and new face the public format fully implemented by April 2009	April 2009	NJW

collaboration with our partners							
Gain partners' involvement in Investors in Policing campaign	Wider public impact and demonstration of joint working		✓		Increased partnership working through shared delivery of consultative arrangements-CPA place survey, face the public sessions, collaborative approaches to commissioning research. Improved understanding of LPA role in the delivery of efficient and effective policing	Mar 2009	NJW

KEY ACTIVITY:	2. CONSULTATION/CORPORATE ENGAGEMENT/COMMUNICATIONS						
AIM:	2.3 Regular engagement with communities in Lancashire			Lead Officer:	Head of Community Engagement		
LIST OF OBJECTIVES:	<ul style="list-style-type: none"> • Increase public awareness about LPA and the opportunities to become involved in shaping policing services • Develop new ways of involving the public in decision-making via community engagement methods • Encourage, facilitate and maintain a continuous dialogue between LPA and Lancashire residents and stakeholders, and • Take every opportunity to enhance the Authority's reputation and public satisfaction with the services it provides • Inform and confirm the Authority's commitment to public engagement • Measure the successful delivery of community engagement activities each year. 						
KEY MEMBER/ COMMITTEE:	External Relations, Partnership Forum						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Continue Investors in policing campaign	To ensure clear and focused interaction with communities	✓			Improved public engagement and consultation, with relevant and timely input into the decision making process.	Ongoing	NJW
Deliver have your say road shows on police budget		✓				December 2008	NJW
Hutton Open Day		✓				July 2008	NJW/DN
Regular feedback to members on consultation plans, capacity and progress against set targets		✓				Ongoing	NJW

KEY ACTIVITY:	2. CONSULTATION/CORPORATE ENGAGEMENT/COMMUNICATIONS						
AIM:	2.4 Ensuring that role of LPA is clearly understood.				Lead Officer:	Head of Community Engagement	
LIST OF OBJECTIVES:	To raise public awareness of the role of LPA amongst local people, and the opportunities that exist to influence the decision making in the authority. To build on our existing dialogue with the communities we serve, informing, involving, consulting and reporting back to them. To promote our core principles for public engagement with both members and officers at LPA and to "live" these in all our engagement work. To enhance our reputation and public satisfaction.						
KEY MEMBER/ COMMITTEE:	External Relations						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Promote the Communications Strategy internally and externally Raise awareness and understanding of the role of LPA among the public and its stakeholders	To raise awareness and communicate standards of communication and consultation that people can expect from LPA Communities will have a more positive impression of LPA.	✓			Communities consider themselves better informed and more involved in LPAs decision-making processes.	Ongoing .	NJW
Promote increased participation in performance scrutiny by the public-links to investors in policing campaign.	To encourage and facilitate increased public participation in scrutiny	✓			There will be a greater sense of working together (a partnership approach) between LPA and the local community. More involvement from citizens.	Ongoing	NJW

KEY ACTIVITY:	2. CONSULTATION/CORPORATE ENGAGEMENT/COMMUNICATIONS						
AIM:	2.5 Ongoing Website Development				Lead Officer:	Head of Community Engagement	
LIST OF OBJECTIVES:	Increase the use of the website as a marketing and communication tool Raise awareness of the Authority Create a consultation mechanism that can be accessed 24/7 Enable the public and partners to access information electronically Raise the profile of Members Create and distribute newsletter, begin to establish database of email contact addresses						
KEY MEMBER/ COMMITTEE:							
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Update all members photographs	To ensure a streamlined consistent approach, with a set format.	✓			All photographs of members are consistent throughout the site	After new independent members are appointed	DN
Update staff page on website and staff structure	To present the staff team, outline the roles and responsibilities and how this fits into the structure of the Police Authority business. Presenting contact details will open communication channels.	✓			All staff have information on their role within the Authority on the site.	July 2008	DN
Series of issue of the month topics to be agreed	To agree a set of topics will allow for planning and structure to this page and will gain public opinion in any given time frame.	✓			There are planned Issues of the month topics and dates when these topics are to be changed. The information is then sent to relevant members/partners on the thoughts of the public on the topics.	ongoing	DN
Review Hosting arrangements for the website	To ensure hosting is fit for purpose	✓			SLA or Contract with appropriate provider	30/12/08	NJW

Collect email details for the database to send out the emailable newsletter. Ensure that they have all signed a declaration to allow the newsletter to be sent to them.	The development of the emailable newsletter will allow us to send out information quickly to a wide audience.				The Authority builds up a database to include the public, partner agencies, councillors, council staff, agencies, MPs etc to raise our profile and disseminate information.	Ongoing	DN/JN
Begin the process of creating a member dedicated section of the website	<ul style="list-style-type: none"> • Reduce email traffic to members • Improve quality of member communication • Keep Members properly informed 		✓		Amount of information sent electronically and through the post is reduced.	31.03.2009	DN

KEY ACTIVITY:	2. CONSULTATION/CORPORATE ENGAGEMENT/COMMUNICATIONS						
AIM:	2.6 Improvement of Internal Communications				Lead Officer:	Chief Executive	
LIST OF OBJECTIVES:	To inform staff and members about LPA activity before external audiences To ensure staff and members are fully informed about the business of - and issues that affect - LPA To implement an effective and integrated internal communications programme Make smarter use of all communications channels and particularly exploiting the interactive possibilities of electronic communications						
KEY MEMBER/ COMMITTEE:	Mr Sarwar						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Repeat Staff survey	To benchmark current communication practice, identify gaps and improve communications.	✓			100% of Officers and members completing survey. Feedback will inform new approaches to internal communications	October 2008	NJW
Regular monthly team meetings	To ensure team is informed and updated and LPA business	✓			Team meetings held monthly.	Immediate start/ongoing	MCW
Regular managers' meetings	Best practice and ensures regular informed discussion	✓			Managers meetings held at least fortnightly	Immediate start/ongoing	SH
Introduction of regular Members' newsletter	Reduce email traffic to members. Cut number of duplicate contacts. Improve quality of member communication. Keep Members properly informed	✓			Members' Newsletter	Immediate start/ongoing	NJW/DN

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.1 Benchmark Authority against proposed Comprehensive Assessment (CPA) Framework				Lead Officer:	Chief Executive/ Deputy Chief Executive	
LIST OF OBJECTIVES:	Identify Authority's readiness for assessment Identify areas of strength and for development Identify current authority position						
KEY MEMBER/ COMMITTEE:	Maria Sumner, JP						
LINK TO NATIONAL AGENDA:	Improvement and efficiency						
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Adopt APA CPA framework	Work already undertaken to identify good practice together with evaluation mechanisms	✓			APA CPA framework adopted	October 31/08	MCW
Carry out assessment of LPA against CPA framework	Identify strengths and development needs of LPA		✓		Complete assessment framework	31/03/09	MCW
Make assessment of current LPA position			✓		LPA Assessment completed	31/03/09	MS

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.2 Appointment of Members and Officers				Lead Officer:	Chief Executive/Police and Performance Officer/Committee Administrator	
LIST OF OBJECTIVES:	1.To appoint three Independent Members 2.To appoint two Independent Lay Members to the Audit and Standards Committee 3.To appoint a suitably qualified treasurer 4.To appoint Independent Misconduct Panel Members						
KEY MEMBER/ COMMITTEE:	1.Independent Member Selection Panel/Councillor Selection Panel 2. Audit and Standards Committee/Full Authority 3.Full Authority 4. Professional Standards Committee/Full Authority						
LINK TO NATIONAL AGENDA:	1. Police Act 1996/Police And Justice Act 2006 2. Implementation of devolved arrangements for Member Misconduct Allegations 3. Local Government Finance Act 1988 4. Police Reform Act 2002/ Police Misconduct Regulations 2004						
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Undertake Independent Member appointment process in accordance with procedures	Ensure highest quality applicants	✓			Suitable appointments made to all vacancies	End September 2008	SLP
Appoint Treasurer	Statutory appointment	✓			Suitable appointment made	End September 2008	MCW
Undertake Independent Lay Member appointment process in accordance with procedures	Ensure highest quality applicants		✓		Suitable appointments made to all vacancies	End October 2008	AH/SLP
Undertake Independent Misconduct Panel Members appointment process	Ensure highest quality applicants		✓		Suitable appointments made	End March 2009	IDD/LH

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.3 Member Development	Lead Officer:	Chief Executive/				
LIST OF OBJECTIVES:	To refresh the Member Induction To progress the application for the Member Development Charter Develop and implement new Member Training Strategy and 2008/09 Training and Development Plan						
KEY MEMBER/ COMMITTEE:	Human Resources Committee/Full Authority						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Formal consideration by members of their development needs	Development Audit gives programme of development more relevance	✓			All members given opportunity to complete development needs audit	30/06/08	MCW
Revise approach to Member Training Plan for 2008/09	Clear training plan means resources can be allocated appropriately	✓			Member training plan approved by Police Authority	31/07/08	MCW
Assessment of readiness for charter application to be carried out	Need to identify whether appropriate to make application this year		✓		Decision on timescales for application to be made by Authority	March 2009	MCW/ CMD
Update Member induction process having regard to new APA guidance	Ensure local arrangements are up to date and relevant for Members	✓			Member Induction updated, rolled out and well received by Members	End November 2008	MCW/SLP

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.4 To Meet the General and Specific Equality Duties				Lead Officer:	Deputy Chief Executive	
LIST OF OBJECTIVES:	To have due regard to the equality duties in relation to a number of existing Police Authority functions. To review Police Authority functions in the context of the Equality Duties To establish links with the Constabulary's Disability Working Group						
KEY MEMBER/ COMMITTEE:	Human Resources Committee						
LINK TO NATIONAL AGENDA:	Race Relations Amendments Act 2000 Disability Discrimination Act 2005 Equality Act 2006 Relevant equality regulations						
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
To review the Authority's arrangements in the context of the Race Equality Duties	Statutory duty to have due regard to the General Race Equality Duties in carrying out the Authority's business.	✓			Completion of actions identified in the Race Equality Action Plan.	December 2008	CMD and Lead Officers
To implement a Single Equality Scheme	Good practice approach. There is commonality across the three existing equality schemes in the Authority's approach and a single scheme would be more streamlined.	✓			Publication of the Scheme.	December 2008	CMD
To review the list of functions and policies assessed as having relevance for Race Equality	Statutory duty to review.	✓			List of functions and policies reviewed and revised list agreed.	December 2008	CMD
Establish and maintain links with the Constabulary's Disability Equality Working Group.	Improve accessibility and effectiveness of the Authority. Statutory duty to involve disabled people in the Authority's work.	✓	✓		Ongoing engagement with the Group which assists the Authority in improving its business and its scrutiny of Constabulary business.	June 2008/ /ongoing	CMD
Implement the Gender Equality Action Plan.			✓		Action Plan implemented, reviewed and new plan developed.	March 2009	CMD & lead

							officers
Implement the Disability Equality Action Plan.			✓		Action Plan implemented, reviewed and new plan developed.	December 2008	CMD & lead officers
Review Diversity Training for Members and staff.	Ensure training is up-to-date with legislation and meets Members' and staff's current requirements.		✓		New Diversity Training courses identified ready for roll out.	December 2008	CMD/LH
			✓		Training courses underway.	March 2009	CMD/LH

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.5 Review of Committee Services	Lead Officer:	Deputy Chief Executive				
LIST OF OBJECTIVES:	Streamline the formal business considered by Committees Develop alternative methods of providing information only business to Members (Website)						
KEY MEMBER/ COMMITTEE:	Full Authority/Resources Committee						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Review business undertaken by Committees to identify which reports should continue to be brought to meetings, which need to be revised and, which can dealt which via the Members' website.	Streamlined Committee servicing. Reduce number of information reports considered by Committees. Enable Members to access information updates via website.	✓			Review complete. Revised arrangements in place.	October 2008 December cycle of Committee Meetings	CMD DN (Website)
Implementation of Scrutiny Plan	Improved scrutiny of constabulary business	✓			Scrutiny plan agreed by Police Authority.	From May 2008	MCW/ BAW
Purchase of committee services software	Streamline Committee processes. Reduce Officer time spent on committee work.	✓			Software purchased, if considered appropriate/beneficial. Staff trained. Software being used by staff.	November 2008	SLP
Alignment of consultation and scrutiny processes – including Improvement and Scrutiny Group and Partnerships Forum/External Relations and other Committees	Strengthen links between feedback from consultation and scrutiny of Constabulary business.		✓		Consultation feedback reported to I&S group and Partnerships Forum/External Relations. Where appropriate consultation feedback reported to other committees/research/consultation requested by other Committees.	March 2009	NJW CMD BAW

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.6 Review Complaints Procedures				Lead Officer:	Chief Executive/Monitoring Officer	
LIST OF OBJECTIVES:	Ensure the Authority's complaints procedures are streamlined, robust and fit for purpose Implement new duties arising from the Police Conduct Regulations 2008 and Police Performance Regulations 2008 Review Arrangements for the oversight of the Authority's scrutiny of Professional Standards Develop new working arrangements with the unions and staff associations in relation to Professional Standards						
KEY MEMBER/ COMMITTEE:	Professional Standards Committee						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Review the Authority's Complaints Procedures	Ensure they are up to date, streamlined and fit for purpose		✓		Revised procedures approved by the Authority	March 2009	MCW/AH
Review the Authority's procedures to ensure they meet the new police conduct and performance regulations	New Regulations apply		✓		Authority's procedures comply with new statutory framework Appropriate oversight of Constabulary professional standards is maintained Procedures in relation to ACPO officers are up to date	October 2008	IDD
Review the scrutiny arrangements of the Professional Standards Committee	Ensure that the arrangements contribute to the Sustaining Excellence Programme		✓		Agreed changes to the Committee's Terms of Reference Agreed processes for scrutiny and reporting	March 2009	AH
Develop and implement new arrangements to share professional standards committee papers with the unions and staff association representatives and hold completed professional standards case reviews	Authority decision in May 2008 following discussion at the Staff Consultative Forum		✓		Protocol agreed between Authority, Constabulary and staff side organisations for sharing Professional Standards Committee papers New information sharing procedures established. Case review arrangements agreed the Authority, Constabulary and staff side organisations and implemented.	December 2008	MCW/AH IDD/LH

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES		
AIM:	3.7 Review the Volunteer Schemes	Lead Officer:	Committee/ Volunteer Schemes Co-ordinator
LIST OF OBJECTIVES:	To examine the current scheme to ensure it is fit for purpose. Areas to cover – training, recruitment, job description and role description. Develop collaborative training with North West Authorities for ICVs.		
KEY MEMBER/ COMMITTEE:	Mrs G Stanley, JP		
LINK TO NATIONAL AGENDA:	<ul style="list-style-type: none"> • Scarman Report 1981, Police and Criminal Evidence Act 1984, • The MacPherson Report on the Stephen Lawrence Inquiry 1999 • The European Convention on Human Rights 2000, • The Police Reform Act 2002 - Code of Practice on independent custody visiting • Home Office Guidance on The Safer Detention and Handling of Prisoners 2006 		

Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
To review the existing Independent Custody Visiting/Animal Welfare scheme in relation to recruitment and training	Ensure still delivering best practice and that the Police Authority volunteering is mainstreamed into local volunteering framework. Increased awareness of scheme and benefits		✓		Full report to be completed outlining key findings and recommendations Clear objectives of the role of volunteers and how the scheme contributes to constabulary and authority. Quality Assurance of ICV Scheme CVS aware of scheme and able to make referrals of suitable volunteers. Provide clear comprehensive training package for volunteers	March 2009	IDD
Full report to be completed outlining key findings and recommendations	Recommendations to be approved by members	✓			Clear objectives of scheme and how it contributes to constabulary success identified and understood Report to be presented to November ICV	31 st October 2008	IDD

					conference		
Increased awareness of scheme within CJ partnership	Clear identification of contribution of ICV scheme to Criminal Justice System to be made		✓		Increased awareness of scheme amongst CJ partners	March 2009	IDD/JN
Identification of scheme as part of overall Lancashire volunteering to contribute to PSA targets	PA volunteering mainstreamed into local volunteering framework. Increased awareness of scheme and benefits	✓			CVS aware of scheme and able to make referrals of suitable volunteers	31 st March 2009	IDD
Develop and implement Multi-media training package for ICVs	Provide Clear comprehensive training package for volunteers	✓			Multi-media training aids available for ICV conference in November	31 st October 2008	IDD
Develop opportunities for regional learning and development	Provide opportunities for sharing best practice for volunteers	✓			Proposal for shared events with at least one regional event taking place.	31/03/09	IDD
					Host Regional ICV Conference.	October 2008	IDD/JN

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.8 Review Freedom of Information Publication Scheme				Lead Officer:	Policy and Performance Officer	
LIST OF OBJECTIVES:	Review the freedom of information publication scheme Liaise with APA Policy officer for model scheme Seek approval of revised publication scheme by 31 December 2008 (Information Commissioner's Office) Scheme adopted by LPA						
KEY MEMBER/ COMMITTEE:	Resources Committee.						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Review and revise LPA Publication Scheme	Three year review to ensure it is up to date.	✓			Revised Publication scheme approved and adopted and submitted to information commissioner	December 2008	B Wood

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.9 Efficiency and Productivity Strategy				Lead Officer:	Chief Executive/	
LIST OF OBJECTIVES:	Include the Efficiency and Productivity Strategy in the scrutiny regime						
KEY MEMBER/ COMMITTEE:	Improvement and Performance Scrutiny Group						
LINK TO NATIONAL AGENDA:	Continuous Improvement Value for Money Use of Resources Efficiency						
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Bring efficiency strategy to mainstream performance management	Ensures effective understanding of business case for improvement	✓			Consideration of Efficiency Strategy at all levels of performance scrutiny	31/03/08	MCW/JE
Additional Member development	To ensure all Members are able to participate	✓			Delivery of member training materials	31/03/08	MCW/ BAW

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES					
AIM:	3.10 Adoption of Risk Management Plan for LPA				Lead Officer:	Chief Executive/Treasurer
LIST OF OBJECTIVES:	To ensure that Risk Management and Disaster Recovery is included in the LPA planning process					
KEY MEMBER/ COMMITTEE:	Planning and Performance Review Committee					
LINK TO NATIONAL AGENDA:						

Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Identify linked risks with Constabulary and mitigation for these	Agreement reached on establishment of Joint Risk Register with Constabulary, Risk Management	✓			First version of joint risk register is completed	October 2008	MCW/ Treasurer
PA Members identified as part of Quality Assurance process on all major constabulary programmes of work		✓			Members allocated and contributing to constabulary programmes	October 2008	MCW
Training held for Members and Officers on risk and threat management	Identified as a priority by Performance Scrutiny Group		✓		Training held and assessed as effective	October 2008	BAW/LH

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.11 Relocation of Chief Executive's Office				Lead Officer:	Chief Executive/Resources Manager	
LIST OF OBJECTIVES:	To identify suitable larger office premises.						
KEY MEMBER/ COMMITTEE:	Resources Committee						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Identify suitable properties for relocation	Current premises are no longer fit for purpose due to size.		✓		Suitable property identified.	30 June 08	SH
Identify resource gap and solution for filling that gap.			✓			To be determined	SH
Relocate office			✓		Move complete with minimal disruption to business	To be determined	SH

KEY ACTIVITY:	3. DELIVERY OF EFFECTIVE POLICE AUTHORITY SERVICES						
AIM:	3.12 Records Management					Lead Officer:	Resources Manager/Policy and Performance Officer
LIST OF OBJECTIVES:	Implement Records Management Procedures						
KEY MEMBER/ COMMITTEE:	Resources Committee						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Review existing policy and procedure and compare with others, APA, LCC, PCC and Constabulary	To ensure it is up to date and relevant		✓		Recommendations for new policy and procedures put to members	end December 2008	SH/BAW
Review electronic set up and storage of files	To avoid duplication of files and ensure that current documents are in use. To avoid unnecessary retention of documents		✓		Removal of unnecessary documents	end December 2008	SH/JN/BS
Clear archiving procedure for obsolete electronic files	Avoid duplication of documents and files.		✓		Policy implemented	end December 2008	SH/JN/BS
Clear document retention policy	To ensure that necessary documents are retained to meet legal requirements and to avoid retention of un-necessary documents	✓			Policy published and adopted	end December 2008	SH/BW
Review boxes of files held at Records Office	To ensure that necessary documents are retained to meet legal requirements and to avoid retention of un-necessary documents			✓	Unwanted files destroyed	end December 2008	SH/BS

KEY ACTIVITY:	4. GOVERNANCE, STANDARDS AND CONDUCT						
AIM:	4.1 Implementation of Local Investigation Procedures (Members)				Lead Officer:	Monitoring Officer Policy and Performance Officer	
LIST OF OBJECTIVES:	Ensure the effective implementation of the new framework for local investigation						
KEY MEMBER/ COMMITTEE:	Audit & Standards Committee						
LINK TO NATIONAL AGENDA:							
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Publicise new arrangements for local assessment of complaints regarding Member conduct.	Ensure members of the public are aware that the Authority is now responsible for local assessment.	✓			Members of the public are aware that complaints regarding Members' conduct should be submitted to LPA.	End of May 2008	AH/SLP
Establish the Sub-Committees required to discharge the local assessment regime.	New Statutory requirements.	✓			Committees established	End of May 2008	AH/SLP
Establish all relevant criteria, processes and procedures to discharge the local assessment regime.	New Statutory requirements.	✓			Work to established arrangements completed	End of June 2008	AH/SLP
Explore opportunities for joint working on Members' Standards issues	New legislation to be introduced to enable joint working arrangements.		✓		Opportunities for joint working that will benefit the Authority identified and developed where appropriate.	Date of legislation awaited	AH/SLP

KEY ACTIVITY:	4. GOVERNANCE, STANDARDS AND CONDUCT						
AIM:	4.2 To improve further the role of the Audit & Standards Committee in scrutinising Corporate Governance					Lead Officers:	Treasurer and Chief Executive
LIST OF OBJECTIVES:	To establish an Officer Group to co-ordinate and oversee corporate governance matters To develop the scrutiny of the Audit and Standards Committee over corporate governance and risk management						
KEY MEMBER/ COMMITTEE:	Audit & Standards Committee						
LINK TO NATIONAL AGENDA:	Corporate Governance Codes of Practice and Audit Commission assessments						
Task	Reason/Why	Priority (High/Medium/Low)			Success Criteria	Date to be completed by	Task Owner
		H	M	L			
Create officer Governance Board	To develop Corporate Governance issues jointly with the Constabulary	✓			Successful development in risk management, planning for Comprehensive Area Assessment and a process of reassurance of the A&S Committee.	Creation of Board July 2008. CAA preparation by Spring 2009.	MCW
Take regular reports on the development of Corporate Governance to the A&S Committee	To provide assurance for the A&S Committee	✓			Acceptance of reports by A&S Committee.	Ongoing, starting September 2008	Treasurer
Create member link to Constabulary Business Risk Management Group	To provide direct member experience of a major source of assurance	✓			Group functioning with member input.	July 2008	Treasurer
Provide relevant member training		✓			Training completed and assessed as effective.	October 2008	SLP