



Police Authority Self-Assessment Framework

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POLICE AUTHORITY SELF ASSESSMENT FRAMEWORK – 1, Organisational Purpose

The Authority agrees and regularly reviews a statement of the Authority's vision and values					
Standard	Objectives	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<p>Standard</p>	<p>Objectives</p> <ul style="list-style-type: none"> Being clear about the Authority's purpose and its intended outcomes for citizens and service users Making sure that users receive a high quality service Making sure that taxpayers receive value for money 	<p>Current Assessment</p> <p>Merseyside Police Authority uses the Local Policing Plan as its primary strategic document to drive all its efforts and to set its priorities. This document sets out the vision and values of the Authority and is therefore reviewed on an annual basis.</p> <p>In addition to monitoring and scrutinising the work of the Force against this strategic document Members of the Authority regularly hold a series of Away days in order to ensure that its meets its strategic aims. The Vision Statement of the Authority was last reviewed in October 2007 and will be considered at the next Away Day in March 2009.</p> <p>This Vision is reinforced throughout the Authority's publications and its policies and procedures. Whilst it is a simple statement it is prominently displayed on the Authority's website and within the Local Policing Plan.</p> <p>The Authority has also demonstrated full support for the vision the Chief Constable has for the policing area and his annual Blueprint which sets out the operational plan for the delivery of the Policing Plan objectives. The Authority expects the Chief Constable to inform them and be consulted upon the Chief's Blueprint for service, which is the operational delivery plan to meet the Authority's strategic priorities. This must be aligned to the Local Policing Plan. Members monitor and scrutinise the Chief Constable's Blueprint and regularly participate in the Chief's Talkback events. This enables members to hear first hand views from the workforce and community groups.</p> <p>The role and responsibilities of Members also include details of how the role of a police authority member is responsible for ensuring that the vision and values of MPA are translated into an</p>	<p>Evidence</p> <p>Local Policing Plan. Chief Constable's Blueprint. Notes from Away Days APA guidance on Planning (MPA cited as good practice) Role of Members, Chairs of Scheduled Committees & Chair of the Authority Agendas from PS&R Committee Member Training & Development Programme Dip sampling material</p>	<p>Areas for Improvement</p> <p>Need to ensure that the Vision and Values are clearly seen to be reviewed ahead of the AGM. Whilst a mechanism for receiving Member feedback in relation to events attended is in place this still needs to be developed. A formal referral mechanism should be recorded in recommendations to other committees or to lead members to action outside of the formal committee structure, which would speed up the process. Alternative methods need to be developed for getting information to members, e.g. website, briefing notes, emails. These should be recorded in an action plan that accompanies the minutes of committee meetings. The role of lead members needs to be clarified, i.e. do members speak on behalf of</p>	<p>How the Police Authority are supported</p> <p>Officers within the Unit liaise with the Force on all business matters in order that reporting to the Authority is timely and accurate and that business decisions are taken on a sound basis. The Authority's Communication and Engagement Team assist the Members to refresh the purpose, vision and value statement. The Team also ensures that this Vision is translated into all public information and is prominent on the Authority's website. The Authority's Committee and Administration team, working with DMT ensure that the Forward Plan is updated and shared with the Force and Chair's of Committees. The Authority's Performance Team are responsible for working with the Force and Partners on target setting and the strategic priorities for the Local Policing Plan. They</p>
<p>Deliverable</p> <ul style="list-style-type: none"> A statement of the Authority's vision and values which is regularly reviewed. Members and Authority staff can demonstrate their understanding of the vision and values, including their rationale. The Authority can describe how it is involved in ensuring alignment between the Authority and Force visions and values for the benefit of policing in its area. The Authority can demonstrate that it uses information gathered regarding service quality to determine decisions about service planning and improvement. 					

	<p>effective and efficient police service for the people who live and work in Merseyside.</p> <p>Members of the Authority use information regarding service quality to determine decisions about service improvement. The Committees are supported by a Forward Plan to ensure that information in relation to services is regularly and promptly received. There are examples from all the Committees that demonstrate this takes place.</p> <p>In particular the Authority's PS&R Committee monitors and scrutinises the performance of the Force and has evolved over the last few years to seek information about service quality rather than just performance data.</p> <p>The Value for Money Committee has also evolved. Service Improvement reviews are using QUEST to underpin the approach within the Force, and are now being reported to the Committee.</p> <p>The PS&C Committee, in addition to monitoring and scrutinising complaints statistics also dip sample closed case files prior to every meeting of the Committee. The PS&C Committee is committed to meeting with the IPCC at least once per cycle to develop a positive working relationship and that this is an additional way of keeping abreast of national developments and trends. It offers the Committee a way to benchmark the performance of the Force.</p> <p>The Community Partnership committee challenges the Force's culture and values through the Equality and Diversity Sub-committee.</p> <p>Members also have a lead area of responsibility for specific services. There is an expectation that members will gain a greater and more specific knowledge about those service areas and report back to the relevant committee or speak in relation to reports.</p> <p>Members also, as part of their annual training and development review, agree a list of operational visits to undertake to see services firsthand. This might be related to their link member status, or other areas of responsibility or to enhance their knowledge about services.</p> <p>The Authority receives regular reports associated with the ethics</p>		<p>the authority or give personal opinions. Often, member attendance at a meeting is deemed as the authority giving approval which is not the case as items need to be referred back to the committee structure.</p> <p>Consultative committees need to be involved in reviewing Force values. A mechanism needs to be developed for feedback from staff associations to be obtained at least quarterly for consultation purposes.</p> <p>The role of Members and Officers on CDRPs has developed but more is required to embed this. Further work needs to go on across the 5 CDRPs and LSPs to ensure that there is a greater understanding of the Police Authority role. This also includes other partnerships.</p> <p>Whilst partnership working has evolved and is improving the documentation around the work is not embedded. This will need to link to the Risk Management work around partnership policy.</p> <p>Best practice for partnership working amongst the CDRPs needs to be promoted throughout Merseyside.</p> <p>Meetings need to be arranged with each CDRP to define</p>	<p>also support the Members of the PS&R in independently validating performance data.</p> <p>The Authority staff developed the protocols in relation to dip sampling and undertook the training for Members.</p> <p>The Deputy Director of the Police Authority undertakes the Member Training & Development interviews with Members and collates this information to determine the training plan for the year.</p> <p>Senior officers from the Unit scrutinise draft reports to ensure that they are fit for purpose and liaise with the Force to improve reports. Officers ensure, working with Members, that reports enable the Authority to receive evidence that it can regularly review the culture of the Force.</p> <p>Officers from the Unit's Committee Team ensure that requests from Members for reports on these issues are carried out.</p> <p>The Member Services Officer makes all the arrangements for Members to visit different parts of the Force. This includes the role out of developments such as the TRUE programme.</p> <p>Officers from the Unit attend CDRP meetings with</p>
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	<p>and values of the organisation. Members have supported the TRUE Programme and have participated in feedback events related to the role out and development of this programme.</p> <p>The Authority robustly monitors and scrutinises complaint data to identify trends, monitor improvement plans and dip samples closed case files prior to each meeting of the PS & C Committee. The Committee seeks evidence that this information is used to assist improvement in service delivery and enhance service quality and is fed into the training plan.</p> <p>The Authority monitors partnership arrangements that the Force enters into but these have, in the past, tended to concentrate on the financial basis of the arrangement. A policy on partnership working has recently been developed for the Authority and Force. This will reinforce the need to ensure that the vision shared by the Authority and Force is understood.</p> <p>The Authority is undergoing a review of its work with partners in an attempt to ensure greater synergy between local plans and the LPP. Progress has been made in particular the approach to the planning process. CDRPs were engaged at an early stage to ensure that the Authority took into account local priorities and targets in its LPP. The approach was at both officer and member level including several large meetings of all the CDRPs and the Authority. This approach will be built upon with a commitment to meet with the CDRPs on a quarterly basis.</p>		<p>roles and responsibilities.</p> <p>Consideration should be given to developing an overarching crime and disorder reduction body for the whole of Merseyside.</p> <p>The Authority needs to continue to build trust in working with partners and breakdown barriers to effective partnership working.</p>	<p>Members and provide briefings where appropriate.</p> <p>The Performance Manager attends Tactical CDA meetings with Force and reps from CDRPs. Officers from the Authority have helped to facilitate the larger planning meetings between the CDRPs, Force and Authority to gain common understanding of local and strategic priorities.</p> <p>Officers from the Unit will continue to develop the role of the police authority on the various partnerships.</p>
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1.2 The Authority undertakes environmental scanning to identify local and national expectations						
Standard	Objectives	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported	
	<ul style="list-style-type: none"> • Being clear about the Authority's purpose and its intended outcomes for citizens and service users • Making sure that users receive a high quality service • Making sure that taxpayers receive value for money 	<p>Deliverable</p> <ul style="list-style-type: none"> • The Authority can demonstrate that it gathers information on future changes affecting strategy from external sources and partners to ensure than plans anticipate development and meet community needs. • Members can demonstrate their contribution to the identification of local needs and expectations. • The Authority works effectively with the Force to benefit from the Force's environmental scanning activities. 	<p>Evidence</p> <p>BCU Minutes CDA Meeting Minutes with GONW Receipt of the Force Strategic Assessment</p>	<p>Current Assessment</p> <p>Members and Officers from the Authority have embraced the new APA arrangements and regularly attend APA Council and the Policy Network for Corporate & Business issues on behalf of the region. The Authority also contributes to a regional briefing ahead of other policy networks to ensure that Merseyside views are represented nationally. Members and officers also attend external seminars and conferences. The Authority participates in consultation exercises from the APA. Being involved in national work ensures that the Authority is sighted on new legislation, current government views and can influence policy development. Merseyside views can be put forward via the regional arrangements.</p> <p>Members now have a Members Area on the Website where more detailed policy documents and emerging issues are shared. Members can contribute to including information to this part of the website. A proforma has been designed for this purpose.</p> <p>Members receive information on local and national priorities through regular reports to Authority meetings. In addition information is circulated to Members on specific topics from local and national organisations. In particular the APA, APA Council papers are summarised for Members in a report to the Police Authority. APA Gems are available on the Members area of the website.</p> <p>The Authority and Force have a good record of working together to determine the approach towards national strategies with representation by the Authority on Force Project Boards.</p> <p>The Authority is represented on the CDRPs and in some areas the LSP. In light of changes with regard to CDRPs the Authority has been developing new arrangements to meet with partners to ensure planning processes are co-ordinated. Members and Officers from the Authority attend CDRP meetings. There are</p>	<p>Areas for Improvement</p> <p>The Authority has usually relied on in-house environmental scanning but the use of force resources might be explored.</p> <p>The Unit has had a number of key vacancies, particularly in relation to environmental scanning. This will now be rectified as the new Performance and Policy Officer has been appointed. Work will now be developed in relation to Members' needs and the reinstatement of Members' Extra & Performance Matters.</p>	<p>How the Police Authority are supported</p> <p>The Authority's Performance & Policy Officer is responsible for environmental scanning and reports on national and local developments affecting the Authority.</p> <p>There is a regular liaison meeting between senior officers from the Authority and Force (SDD) to ensure that both are sighted on national and local developments. A Members Extra and Performance Matters newsletters have been sent out regularly to Members and are produced by Officers in the Unit.</p> <p>Information from the APA is regularly disseminated to Members by Officers of the Unit. Briefings are prepared on any issues relating to their attendance at local and national meetings on policing matters.</p> <p>Officers from the Authority will ensure that local and national information is contained in agendas for its Committees and Police Authority meetings.</p>

1.3 The Authority understands how the quality of policing services is determined				
Standard	Objectives	Current Assessment	Evidence	Areas for Improvement
	<ul style="list-style-type: none"> Being clear about the Authority's purpose and its intended outcomes for citizens and service users Making sure that users receive a high quality service Making sure that taxpayers receive value for money 			
Deliverable <ul style="list-style-type: none"> It regularly reviews and measures the quality of the policing service for users. It ensures the Force has in place process to consider and review quality of service. It ensures the Force takes appropriate action to rectify problems where appropriate 	<p>The Authority places great emphasis on this area of work and ensures it has access to independent validation of force performance.</p> <p>Whilst all of the Authority's committees will review the quality of policing services, specific monitoring of force performance is undertaken by the Performance Scrutiny & Review Committee. The Committee meets on a 6-weekly basis and it reviews all aspects of force performance against the targets in the Local Policing Plan. The Committee also receives exception reporting and monitors Action Plans designed to improve poor performance. Reporting to this committee has evolved and improved. The Committee is keen to understand the issues in relation to the new confidence target and is exploring this with the Force and CDRP partners.</p> <p>The Authority's Service Improvement Committee established a robust approach to Best Value and is now evolving to ensure the Authority meets its duty to secure continuous improvement. The Committee, now renamed as Value for Money, determines the areas of review and receives regular progress reports on service improvement reviews. The Authority has shown support for the Force in using Operation Quest to deliver improvement reviews.</p> <p>The Authority has supported the developments around citizen focus, which is led by an ACC with Citizen Focus portfolio. The Authority receives regular reports on areas contained within this portfolio and monitors performance through its PS&R Committee. Quality of Service Commitment, along with user satisfaction and confidence form part of the scrutiny of the committee. Members will monitor areas for improvement and have taken a special interest in those areas that require additional resources or which do not improve. Keeping people informed has been a perennial issue for this Authority and Members have been looking to receive additional information and be reassured of the action</p>	<p>Agendas & Minutes from relevant committees</p> <p>Report on Operation Quest to VFM Committee</p> <p>Reports to CP re feedback from community engagement</p>	<p>This is an area of work that continues to evolve and improve. The Performance Team work with the force to ensure that reports to members are fit for purpose. There are still improvements required around the reports, particularly to PS&R committee. Officers will liaise with the Force to make these improvements.</p> <p>The Authority should have direct access to Force performance systems to enable independent validation of information provided for committees.</p> <p>Information for members will be included in a restricted area on the Authority website that will support other information provided, e.g. summaries of iQuanta information.</p> <p>The terms of reference for each of the committees need to be reviewed prior to the AGM. The committee structure should be reviewed at the AGM.</p>	<p>The Performance Team provides independent validation of performance data and associated information. The Performance Team and senior officers participate in a Joint Officer Group with the Force to ensure that the Authority gets the information required to monitor and scrutinise effectively.</p> <p>The Performance Team support senior officers of the Unit in providing advice to members in respect of the development of the LPP.</p> <p>All Authority committee meetings have a senior officer from the Unit attached to it in order to gain expertise in particular areas and to ensure that Members receive up to date and relevant reports on all aspects of service delivery</p> <p>Officers from the Unit will ensure that all reports to Members are accurate and fit for purpose. Liaison with the Force goes on at all levels to ensure that Agendas meet Members' expectations.</p>

	<p>plans to improve in this key area of service quality.</p> <p>The Authority has a well developed and robust mechanism for gathering views from the community. This is covered in more detail in the assessment but it illustrates the requirement by members to have processes in place to gather intelligence from within and external to the Force</p> <p>A member of the ACPO team attends each of the Authority committee meetings and takes responsibility for that area – usually aligned to their portfolio. The Chief Constable and ACPO team attend the Police Authority meeting.</p> <p>The Deputy Chief Constable has responsibility for Performance issues and attends the PS&R Committee. The Authority has set stretching targets in order to help achieve the Chief Constable's Vision to be the best. Performance against the targets are scrutinised at each meeting of the committee and exception reports are accompanied by Action Plans setting out how improvements will be achieved.</p> <p>The Structures and Ratios group has been set up to ensure that the force will modernise and streamline its support functions. The Treasurer and Financial Services Manager represent the Authority on the Group and decisions are taken to the Resources & Strategy Committee for approval.</p> <p>The Force participates in all Authority Community Engagement & Consultation events, Partnership events and its own meetings with the Community. Targets have been set to ensure that the Force becomes more reflective of the community it serves, which is monitored by the Performance Scrutiny and Review Committee.</p> <p>The Authority and Force have responded positively to the new equalities legislation and have prepared and published RES, DES and GES. The Authority wanted to ensure that it monitored work in this area effectively and set up a sub-committee of its Community Safety & Liaison Committee to do this. Members and Officers of the Authority also sit on the Force's Diversity Steering Group.</p> <p>The Authority fully participated in the recent Health & Safety Inspection. The lead member for H&S and Officer from the Authority sit on the Force Health and Safety Committee. Joint</p>		<p>More emphasis needs to be given to value for money and the links between resources and performance in decision making.</p> <p>A review should be undertaken of the way information is shared between committees. Although papers for each committee are sent to each member, some issues may be missed.</p> <p>There is a need to ensure that the appropriate ACPO officer attends the relevant committee.</p> <p>Members need to become more aware of Force protocols in handling complaints.</p> <p>The Authority needs to review its complaints policy and protocols for handling-</p> <ul style="list-style-type: none"> - tell people they can complain - feedback results of complaints to a wider audience - monitor the timescales and targets of the Force in handling complaints - determine who complaints should be passed to within Force <p>The Authority needs to consider all avenues for receiving feedback and</p>	<p>The Performance Team of the Unit ensure that performance information is accurate and that the action plans are reported.</p> <p>The Communications Team arrange, in consultation, with Members the programme of events and undertake all the administration associated with the organisation of these events. The Principal Officer has developed an innovative programme of events, which has been nationally recognised.</p> <p>The Unit benefits from an Officer with responsibility for all equalities work in order that the Authority's responsibilities can be discharged effectively.</p>
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	<p>policies have been developed in relation to Health & Safety and there are regular updates on this area of work to Resources & Strategy Committee.</p> <p>All inspection reports are monitored by the Inspections Sub-Committee, with action plans arising monitored through this committee and by the performance team.</p> <p>The Chief Constable's PRD is conducted by the Chair of the Authority, with resultant targets cascaded to other ACPO officers</p>		<p>complaints, including talkback sessions and web forums.</p>	
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1.4 The Authority understands how value for money is determined and can demonstrate:				
Standard	The Authority understands how value for money is determined and can demonstrate:			
Objective	<ul style="list-style-type: none"> Being clear about the Authority's purpose and its intended outcomes for citizens and service users Making sure that users receive a high quality service Making sure that taxpayers receive value for money 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<ul style="list-style-type: none"> That it has the information it needs to review value for money effectively, including information about similar organisations, for comparison. That it has an audit strategy implemented through a risk based Audit Plan which encompasses value for money. That it ensures that the Force has in place processes to consistently consider and review value for money. That it drives efficiency targets and monitors force progress in achieving and delivering against these. 	<p>The Authority has set up its structure to ensure that it can monitor and scrutinise the Force in terms of performance and efficiency. The Resources and Strategy Committee plays a vital role in ensuring that the resources allocated to the Chief Constable are monitored. The Committee also approves the Audit Plan, which is prepared on a risk basis. Value for Money forms part of the plan.</p> <p>Progress towards achieving the Efficiency Plan is reported to this Committee. The regular budget monitoring report also sets out whether the Force is achieving efficiencies set by the Authority to balance the budget and to free up the required resources to reinvest in new developments.</p> <p>The Authority is represented on the Force Structures & Ratios Board. The outcomes from this area of work are reported to the Resources and Strategy Committee.</p> <p>The Service Improvement Committee has recently been reviewed and it will become more involved in determining the value for money reviews that should be carried out by the Force and scrutinised by the Authority. This committee will also receive 'referrals' from other committees to look at issues in more depth and to report back.</p> <p>The PURE process has also assisted the Authority to consider this aspect of its work. The process has highlighted areas for improvement. A joint officer group to consider the PURE process throughout the year has been established to ensure progress is made in each of the Key Lines of Enquiry.</p> <p>The Authority has a tender monitoring policy. In addition, reports on contractor performance is reported to PSRC on an annual basis</p>	<p>Terms of Reference for R&S, PS&R, and VM committees</p> <p>Efficiency Reports to R&S Committee</p>	<p>The Terms of Reference for Value for Money Committee and progress on embedding this will require work over the next financial year. This will focus on value for money aspects.</p> <p>Progress against the Efficiency Plan will be monitored by the PSRC and performance team to review the outcome of efficiency savings on force performance.</p>	<p>The Treasurer ensures that Members are sighted on all financial matters and that financial implications are included in all reports.</p> <p>The Treasurer and the Assistant Treasurer sit on the Force's Structures and Ratios Board – this group is working on force modernisation and the streamlining of structures around support services.</p>

POLICE AUTHORITY SELF-ASSESSMENT FRAMEWORK – 2, Defined Functions and Roles

Standard	2.1 The Authority can demonstrate that it understands its role and statutory functions			
Objectives	<ul style="list-style-type: none"> • Being clear about the functions of the Authority • Being clear about the responsibilities of members, police authority staff and control of the Chief Constable • Being clear about the relationship between the Authority and the public 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<ul style="list-style-type: none"> • The Authority has appropriate standing orders in place and a statement of its statutory functions. • The Authority can demonstrate that it has specified the roles and responsibilities of Members, and that these are clearly understood, and it can show how this understanding is used to deliver intended outcomes. • Authority Members can demonstrate their understanding of the role and statutory functions of the Chief Constable and show how they make use of this understanding in the delivery of their governance function. 	<p>The Authority has a well established set of Standing Orders that are reviewed at the Annual General Meeting. The AGM sets out the way in which the Authority will govern its business through its various committees, sub committees, working groups and panels. The role of Members in other aspects of the Authority's work are also determined at this meeting, including representation on outside bodies, BCU allocation, link member roles and other responsibilities to ensure that all of the functions of the Authority are covered. By the nature of the role and number of Members this is done on a proportionate and risk basis.</p> <p>Various documentation set out the role and function for the Authority. The Authority has used the Police Authority Self-Assessment Framework as the basis for evaluation and assessment of its effectiveness. The latest version of this was used to develop the Unit Service Plan. This includes the list of all functions of the Authority and key activities of Committees reflect these areas of responsibility.</p> <p>A 'Job Description' for Members, Chairs of Scheduled Committees and Chair of the Authority has been prepared. This is used as part of the Member Training & Development Programme to ensure that individual training needs are identified and to ensure that the needs of the Authority are met.</p> <p>A Business Plan, previous Best Value Review and Unit Service Plan all set out the roles and responsibilities for Members and Officers of the Authority.</p> <p>A great deal of work has been undertaken to ensure that ACPO officers understand the role of the Authority and to make sure that the Authority is kept informed of issues. There are a series</p>	<p>Annual General Meeting Agenda</p> <p>Member Training & Development Programme</p>	<p>Consideration should be given to develop a 'Constitution' that brings together all of these functions and defines the role and responsibilities of the Authority, its Members and Officers.</p> <p>More work throughout the force to ensure that the role of the Authority is understood. This should be at a number of different levels and methods of communication designed to cover a wide range of officers and staff.</p> <p>The Members Handbook should be reviewed and updated and ensure that this complements the 'Constitution'</p> <p>The Authority should ensure that there is a slot on the probationer training programme to include the role of the Police Authority.</p> <p>The internal newspaper 'Merseybeat' could be utilised</p>	<p>Officers of the Authority have utilised the police authority self assessment framework and subsequent iterations to measure the effectiveness of the Authority.</p> <p>Officers of the Unit have developed the Unit's Service Plan using the same framework.</p> <p>Officers from the Unit ensure that new legislation is considered and implications for the Authority is understood and communicated to Members and Officers.</p>

	<p>of meetings and liaison at the various levels through the Force and Authority including: Tripartite, Liaison Officer Meeting, Joint Officer Meeting and presence on various Boards including H&S, DSG, Structures & Ratios etc. Members understand the operational autonomy of the Chief Constable and agree the Scheme of Delegation at its Annual General Meeting.</p> <p>Any new functions of the Authority are reported and amendments to policies and procedures are undertaken</p>		<p>again to spotlight the Police Authority.</p>	
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2.2 The Authority and the Chief Constable work together with due regard to their respective statutory roles and responsibilities for the benefit of the communities they both serve					
Standard	Objectives	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<p>Standard</p> <p>Objectives</p> <ul style="list-style-type: none"> • Being clear about the functions of the Authority • Being clear about the responsibilities of members, police authority staff and staff under the direction and control of the Chief Constable • Being clear about the relationship between the Authority and the public <p>Deliverable</p> <ul style="list-style-type: none"> • The Authority can demonstrate the extent to which it devolves its functions to the Chief Constable through its 'Scheme of Delegations' and holds the Chief Constable to account for the delivery of those functions. • The Authority regularly reviews its Scheme of Delegations. • Authority Members can demonstrate how they are working with the Chief Constable to provide policing that meets the needs of their communities. 	<p>Current Assessment</p> <p>Each year at its Annual Meeting the Authority reviews its Scheme of Delegation and Standing Orders. The role of the Chief Constable is covered in Members induction to assist understanding of the distinctive roles of the Chief and Authority.</p> <p>Within the SLA there is a list of functions of Officers of the Authority. This includes a detailed list of functions of the statutory officers.</p> <p>The Authority, at its Annual Meeting, appoints link members for a variety of work areas. Members become involved in these different areas in a number of ways and will include meeting officers in the force responsible for particular areas and gaining a greater understanding of the particular service involved. The Member Services Officer keeps a record of such involvement by Members.</p> <p>The Chief Constable produces an 'In-Touch' on specific issues. This usually takes the form of a one-page summary of news on a particular topic to ensure that Members are kept up-to-date with issues.</p>	<p>Evidence</p>	<p>Areas for Improvement</p> <p>A 'Constitution' style document would bring together all the 'statutory' roles and responsibilities – this could be added to the Scheme of delegation document that is produced following the Annual Meeting.</p> <p>A structure chart of the Unit be circulated to Members and updated as and when necessary.</p>	<p>How the Police Authority are supported</p> <p>The roles and responsibilities for the senior officers for the Authority have been set out in detail in the Service Level Agreement.</p>	

2.3 The Authority can demonstrate that it works with the Chief Constable to develop strategic and other plans to deliver policing that meet community needs, taking account of available resources				
Standard	Objectives	Current Assessment	Evidence	How the Police Authority are supported
Standard	Objectives	Current Assessment	Evidence	How the Police Authority are supported
	<ul style="list-style-type: none"> • Being clear about the functions of the Authority • Being clear about the responsibilities of members, police authority staff and staff under the direction and control of the Chief Constable • Being clear about the relationship between the Authority and the public 	<p>The Chair of the Authority now has specific responsibility for the PRD of the Chief Constable and this is one of the ways that the Authority holds the Chief Constable to account.</p> <p>There is a regular Tripartite meeting to provide the Chair of the Authority with an opportunity to discuss key issues and ensure that the strategic priorities are achieved.</p> <p>The Authority expects to receive reports on issues to its meeting and its committees from both the Chief Executive and Chief Constable that relate to their specific responsibilities.</p> <p>Performance Indicators relating to the work of the Support service to the Authority are included in the Unit's Service Plan and are reviewed annually.</p> <p>A senior officer from the Force is present at all Committee meetings.</p> <p>The regional agenda is met largely through the regular meeting of the North West Authorities and Forces whereby progress on collaborative arrangements are reported. This also considers appropriate future collaborative arrangements. This arrangement is reflected in the Local Policing Plan.</p> <p>The Authority holds a regular JPSCC to consider the views of police staff, and there is a commitment to hold a similar meeting with the Police Federation as and when required. The Authority also has representatives, both Members and Officers on various boards within the Force on which officer and staff representatives are present, including Health & Safety, Structures & Ratios, and Diversity Steering Group.</p>		<p>A senior officer (ACPO) from the Force must always be present at Authority and Committee meetings.</p> <p>Consideration should be given for an annual appraisal of the Chief Executive and Treasurer by the Chair of the Authority.</p>
	<ul style="list-style-type: none"> • The Authority can demonstrate how it makes a difference to policing strategies. • The Authority ensures that consideration is given to co-operation with other Forces and that proposals for collaborative working are considered in plans. • The Authority can show how they ensure that plans reflect the needs of key stakeholders and communities. • The Authority can demonstrate how it consults and involves staff and their representatives in the development of strategic plans. 			

Standard	2.4 The Authority secures an efficient and effective Police Force, holding the Chief Constable to account for the exercise of his/her functions and those of persons under his/her control			
Objectives	<ul style="list-style-type: none"> • Being clear about the functions of the Authority • Being clear about the responsibilities of members, police authority staff and staff under the direction and control of the Chief Constable • Being clear about the relationship between the Authority and the public 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
See Appendix 1	<p>The Authority can demonstrate that through a variety of mechanisms it achieves its aim to ensure an effective and efficient police service for Merseyside and that it discharges its statutory functions.</p> <p>Appendix 1 sets out the way in which the Authority is supported in respect of these particular areas and forms the basis of the SLA. Clearly this should be read in relation to the Framework.</p>		<p>The 'Constitution' should list all the statutory functions of the Police Authority.</p> <p>The list of functions in Appendix 1 relating to Estates issues should be updated to reflect the closer working relationship between the Force and Authority on this and update the list of estate functions.</p> <p>Members should have more access to the Partnership Development Officers – in the absence of a direct presence in the Local Authority areas.</p>	See Appendix 1

2.5 The Authority ensures that policing is appropriately delivered in partnership with others and is underpinned by a common vision of their work that is understood by all parties					
Standard	Objectives	Current Assessment	Evidence	How the Police Authority are supported	
	<ul style="list-style-type: none"> • Being clear about the functions of the Authority • Being clear about the responsibilities of members, police authority staff and staff under the direction and control of the Chief Constable • Being clear about the relationship between the Authority and the public 	<p>Current Assessment</p> <p>The Authority is committed to greater partnership working both locally and regionally. Local partnership working is encouraged and there are many examples of the initiatives that have been developed. The Authority provides the funding for an officer (PDO) in each LA.</p> <p>The Authority monitors partnership working through a variety of ways. The work of the Partnership Development Officers (PDOs) is monitored through the Community Safety & Liaison Committee and in meetings with BCU Commanders.</p> <p>Financial arrangements for partnership work is discussed with the Treasurer and reported to Members via the Resources & Strategy Committee. The reports must indicate the level of funding and exit strategies.</p> <p>The Authority is working towards greater understanding of partners of the police authority role and ensuring that the various strands of planning processes are complementary to each other. Joint meetings have been set up to facilitate this at a strategic and tactical level.</p> <p>The Authority plays an active role in the regional meetings and has signed up to the protocol for joint working. The Authority is participating in a number of collaborative arrangements.</p>		<p>Areas for Improvement</p> <p>Working with the CDRPs has been established since the Authority became a statutory partner. The Authority needs to ensure that under the new hallmarks of effective working that this is an effective role.</p> <p>This year have made great strides to take account of partnership plans – need to ensure that partners take account of LPP.</p> <p>Build on good work developed as part of the LPP planning process through the proposed quarterly meetings.</p> <p>Consider formal feedback mechanisms after attendance at Partnership meetings.</p>	<p>How the Police Authority are supported</p> <p>Officers from the Authority support members in a number of ways. Officers attend CDRP meetings with Members and provide briefings and analysis of local performance information.</p> <p>Officers ensure that Members are sighted on partnership arrangements through its committees.</p> <p>The Treasurer attends the Regional meeting with the Chair.</p>
	<ul style="list-style-type: none"> • The Authority can demonstrate that there is clarity regarding the purpose, role and objectives of its partnerships and how it promotes clear governance and accountability for performance and financial administration within partnership working • The Authority can demonstrate that Members understand their role and responsibilities on any partnership body on which they represent the Authority • The Authority can demonstrate how it actively implements its responsibilities within those partnerships where it is a 'Responsible Authority'. • The Authority has established its role in and can demonstrate how it contributes to the development of Local Area Agreements including its link to LSPs and that it has linked its policing strategies and plan with those of these partners. • The Authority, working with the Force, can demonstrate effective partnership working and show how the Authority 				

influences and adds value to other stakeholder's strategies and plans

2.6 The Authority ensures it complies with all other statutory functions not included elsewhere in this framework, and in particular				
Standard	The Authority ensures it complies with all other statutory functions not included elsewhere in this framework, and in particular			
Objectives	<ul style="list-style-type: none"> Being clear about the functions of the Authority Being clear about the responsibilities of members, police authority staff and staff under the direction and control of the Chief Constable Being clear about the relationship between the Authority and the public 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<ul style="list-style-type: none"> It can demonstrate that it has in place an effective custody visiting scheme and that the information it receives from this scheme is used to improve policing services. It can demonstrate that it promotes equality and diversity including the use of its Equalities Schemes. In respect of its duties as an organisation in its own right, the Authority can demonstrate that it meets its responsibilities in respect of: <ul style="list-style-type: none"> FOI/Data Protection Health & Safety Relevant employment legislation 	<p>The Authority has a long well-established Independent Custody Visiting Scheme. Visitors meet on a quarterly basis with the senior officers responsible for custody to air views and to understand new developments. Members of the Community Partnership Committee attend the meeting.</p> <p>Support to the ICV Scheme is provided through officers of the Authority. This has recently been reviewed and additional resources to the Communication & Engagement Team have been provided. Rather than one dedicated officer to ICV work the work is shared by a number of officers to ensure that there is resilience for the scheme.</p> <p>Training is provided to custody visitors on new developments in respect of custody. At the quarterly meeting of the Visitors there is an update on custody issues presented by senior custody officers.</p> <p>Visitor's comments on visits to custody suites and notes from their quarterly meeting are submitted to the Community Safety & Liaison Committee. The Chair of the Custody Visitors is available at the meeting to answer any questions and to raise issues of concern on behalf of the Visitors. Members take the opportunity to ask questions of the ACPO officer attending the meeting if they have concerns with information presented to them. Either answers are provided at the meeting or they are presented to Members at subsequent meetings.</p> <p>Members of CS&L committee are invited and attend the ICV quarterly meeting. The Chair of the Community Partnership Committee provides feedback to the meeting on how the committee have acted upon the information provided by visitors.</p> <p>The Authority is involved in regional collaboration in relation to custody visiting and the North West Administrators meet regularly</p>	<p>Minutes from Equality & Diversity sub-committee</p> <p>Minutes and reports from CP committee in relation to ICV</p> <p>Notes from ICV Quarterly meeting</p> <p>FOI publication scheme</p>	<p>Work needs to be undertaken in respect of the report to Community Partnership Committee to ensure that there are clearer lines of accountability with regard to ICV issues and those areas of concern are acted upon and reported back to the committee. This should include an Action Plan that sets out progress on issues and outcomes.</p>	<p>The Communication Team prepare the reports to CP committee to provide members with timely information on the ICV scheme.</p> <p>The Team provides all the administrative support associated with the scheme, including attending meetings, recruitment and payment of expenses. Officers from the Unit liaise with officers from the force in ensuring matters raised by ICVs are brought to the attention of the Authority and are dealt with appropriately.</p> <p>Training of ICVs is arranged via officers of the Unit either directly or arranged via officers of the Unit.</p> <p>The Communication & Engagement Team are responsible for ensuring the Authority meets its responsibilities with regard to Equality & Diversity issues.</p> <p>The Committee & Administration Team ensure that the Authority has</p>

	<p>to discuss custody issues and have recently developed a work programme to give the group focus. It is envisaged that the group will offer training and guidance on custody issues and that an annual conference will be held in the region.</p> <p>The Authority benefits from having an officer with experience and expertise on equality & diversity issues. There are also members who take a lead role in this area of work. Progress on the Authority's Equality Scheme is monitored via the Equality & Diversity sub-committee. The Authority also uses this sub-committee to monitor and scrutinise the Force's progress against its various equality schemes. The work around the Every Child Matters agenda is also reported via this sub-committee. The Chair of the Merseyside BPA has a standing invitation to attend this sub-committee.</p> <p>The Authority has set up a joint working group of officers and members from the Authority and Force to consider the Every Child Matters Agenda.</p> <p>Officers and Members from the Authority attend the Force's Diversity Steering Group and a group recently set up to consider the issues around Disproportionality in respect of stop & search.</p> <p>The Authority has recently reviewed its Publication Scheme in respect of FOI and this is published on the Website.</p>			<p>processes in place to deal with FOI/DP requests.</p>
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POLICE AUTHORITY SELF-ASSESSMENT FRAMEWORK – 3, Promoting and Demonstrating Values

Standard	3.1 The Authority develops, actively promotes and maintains high standards of conduct, and ensures that its work is underpinned by ethical values and a climate of openness, support and respect			
Objectives	<ul style="list-style-type: none"> • Putting organisational values into place • Individuals, whether members or officers. Behaving in ways to uphold and exemplify effective governance 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<ul style="list-style-type: none"> • The Authority can demonstrate that it understands the links between ethical behaviour and public confidence • The Authority can demonstrate how its values underpin the style of the Authority and Force. • The Authority can demonstrate transparent relationships between Members, Authority staff, the Chief Constable and the Force. • The Authority has a confidential reporting mechanism which is widely known and understood and which has the confidence of Members and staff 	<p>The Authority has developed a series of arrangements, policies and procedures relating to ethics and in ensuring public confidence. These are in relation to the membership of the Authority, its staff and in the Force.</p> <p>The Authority holds a series of Away Days each year. These assist the Authority to develop its strategic priorities and values.</p> <p>Training has been provided to members on Ethics and the new Code of Conduct and further information and training provided on the new local filter arrangements. The new local arrangements have meant that the Authority have had to prepare new policies and procedures in relation to the new arrangements. 3 lay members of Standards Committee have been appointed. One lay member now chairs the Standards Committee and each of the lay members will chair each of the sub-committees required for the process. A working group of the Standards Committee has been established to develop the procedures in relation to the new arrangements and are reporting progress and seeking approval from the Standards Committee in this area of work.</p> <p>The Standards Committee now meets on a more structured basis, i.e. quarterly.</p> <p>The Authority is working with the other North West Authorities to establish training on the new arrangements. In addition the Authority has provided opportunities for the lay members to receive additional training via the APA or through attendance at the Standards Board for England annual assembly. Lay Members also have the opportunity to attend the North West Independent Members of Standards Committee quarterly meeting.</p>	<p>Code of Conduct</p> <p>Standing Orders, Scheme of Delegation & Financial Regulations</p> <p>Register of Interests</p> <p>Gifts and hospitality register</p> <p>Members Allowances Scheme</p> <p>Standards Committee Agendas and Minutes</p> <p>Annual Report – Standards</p> <p>PS&C Committee Agenda and Minutes</p> <p>Member Induction</p> <p>Whistleblowing procedure</p> <p>Senior Officer Complaints Operating Procedure</p>	<p>There is still work to do in relation to Standards in respect of the new arrangements.</p> <p>Complete the review of the Authority's policies and procedures relating to senior officer misconduct.</p>	<p>Officers in the Unit provide support to the Authority's Standards Committee.</p> <p>Officers in the Unit attend Away Days and provide underpinning knowledge to assist members in their decision making processes.</p> <p>Training was provided to members from its officers.</p> <p>Ethics training and Staff Code of Conduct has been undertaken within the Unit.</p> <p>The Chief Executive is the Authority's Monitoring Officer.</p> <p>The Solicitor to the Authority provides advice to members with regard to ethical and standards issues and has been involved in training for the Authority.</p> <p>Members are regularly reminded of their responsibilities through training and the processes in place to record interests and</p>

	<p>An Annual Report on Standards, introduced by the Chair of the Standards Committee, is prepared and published on the Authority's Website.</p> <p>The role of Monitoring Officer has been explained as part of the training members receive in induction and in other training on the Code of Conduct.</p> <p>Once all the new policies and procedures have been prepared wider training to all Members of the Authority will be undertaken.</p> <p>Following a recommendation from PURE the Authority introduced a number of initiatives to ensure that we proactively ensure that the Code is understood and adhered to. These include circulation of Standards Board Circulars, Annual Report on compliance and attendance at the Standards Board Assembly.</p> <p>The Authority has access to a HR Manager and other HR specialists to assist with all recruitment processes. All Members receive training on the Home Office Guidance for the recruitment of ACPO officers. The Authority ensures that it complies with relevant standards in all other aspects of recruitment including, Independent Members, Independent Members of Standards Committee, Lay Members for Misconduct Panels, and Independent Custody Visitors.</p> <p>Issues relating to declaring interests, claiming expenses and so on are covered as part of Members' Induction. Members can seek the advice of the Monitoring Officer and other Senior Officers prior to meetings. The Annual Report to Standards Committee now contains details of the number of declarations there has been throughout the year. Our aim is to keep the Code of Conduct and its ethos on the Agenda as much as possible.</p> <p>Members were provided with details on recommendations from the Audit Commission on standards and the code of conduct and actions put in place to ensure that these were implemented.</p> <p>The Authority has supported the Whistle blowing Procedure of both the Force and Authority and now makes specific reference to it in its Financial Regulations. The Procedure has been used by Staff to bring concerns to the attention of the Treasurer and subsequent investigations have been instigated and reported to Members.</p>	Internal Audits	<p>gifts and hospitality.</p> <p>The Committee Team keeps detailed records associated with this work and annually prepares a report on activity to comply with the Audit Commission's recommendation.</p> <p>The Solicitor to the Authority regularly attends the Standards Committee to assist with this work.</p> <p>Officers from the Unit have prepared and provided the policies in relation to misconduct regulations and advise members at each stage of the process. Officers from the Unit are currently liaising with the Force to gain a greater understanding of the new requirements under Taylor.</p> <p>Officers of the Authority liaise with the IPCC to ensure that the Commissioner for the area attends the committee at least once a year.</p> <p>The Solicitor to the Authority provides legal advice on misconduct matters involving Chief Officers.</p>
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	<p>The Authority, to date, has received few allegations of breaches of the Code of Conduct. It has worked hard to ensure that Members are au fait with the Code that starts with their Induction. The Authority has developed detailed policies with regard to dealing with complaints against senior officers. An operating procedure has been adopted by the Authority.</p> <p>These policies and procedures are currently being reviewed in light of the Taylor review and recommendations. Work is going on regionally to prepare these changes.</p> <p>The Professional Standards & Complaints Committee receives a report to each meeting on the number of officers that are suspended or on restricted duties. The outcomes of such cases are reported to Members and this is central to assist the Authority in understanding the extent to which officers are not meeting the standards of conduct expected.</p> <p>The Authority is also responsible for the recruitment of lay members of misconduct panels. This has been in place for 4 years. It is now working with the other North West Authorities to recruit new members for this role.</p>			
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Standard	3.2 The Authority ensures that standards of conduct and personal behaviour expected of members and authority staff are defined, communicated and enforced			
Objectives	<ul style="list-style-type: none"> Putting organisational values into place Individuals, whether members or officers. Behaving in ways to uphold and exemplify effective governance 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<ul style="list-style-type: none"> The Authority monitors and reports on its Code of Conduct, and can demonstrate its expectations about standards and values are understood by members and authority staff. The Authority can demonstrate the use of registers and guidance for Members and Authority staff, which ensures probity in the use of the Authority's resources. The Authority has an effective Standards Committee, which investigates complaints against Members promptly and thoroughly and exercises and appropriate disciplinary function. The Authority can demonstrate how it deals with complaints relating to the Authority, ensures that these are handled promptly and effectively, and ensures that learning is used to inform improvement. 	<p>Following the introduction of the new Code of Conduct Members were asked to sign up to the new Code. New policies around use of resources and confidentiality are being developed and will be adopted at a Police Authority meeting. The Standards Committee receives regular reports about the way in which the Code of Conduct is being adhered to and associated matters.</p> <p>Regular training is provided to members and staff on the Code of Conduct and ethics. This is also covered in Members and staff induction.</p> <p>The Authority has not yet had any allegations of complaints against Members of the Authority but arrangements, policies and procedures are being developed with a working group of the Standards Committee.</p> <p>The Minutes from every meeting contain details of attendance and the Member Services Officer keeps details of attendance at other internal events (such as seminars) and external meetings, and conferences. As part of the Member Training & Development Programme a Member Profile has been developed so that year on year we can view roles and responsibilities. This will record, amongst other things, the training members have received whilst on the Authority.</p> <p>The Professional Standards & Complaints Committee monitors and scrutinises complaints. There are links with this committee and others whereby the standards of conduct of officers and staff are monitored and scrutinised. This might be for individuals under the Appeals mechanism or whereby the results of exercises such as National Fraud Initiative are reported to Resources & Strategy Committee.</p> <p>All staff working for the Authority are KMBC employees and fall within the Council's complaints procedures.</p>	<p>Member Training & Development Programme</p>	<p>The Member Development & Training Programme should be reviewed.</p> <p>Consideration should be given to the introduction of a mentoring system for new members.</p> <p>A written policy and procedure to be developed in respect of Force complaints that fall outside of complaints relating to senior officers.</p> <p><i>A report should be prepared annually to Professional Standards & Complaints Committee setting out the number of complaints received by the Authority which are either:</i></p> <ul style="list-style-type: none"> -allegations of complaint against senior officers - all other complaints 	<p>Staff in the Unit have been involved in identifying training needs and where appropriate undertake the training for Members. In other cases arrangements are made by Officers to bring in external support or external courses.</p> <p>The Committee Team keep detailed records of information relating to standards including any allegations of breaches of the Code and their outcome.</p> <p>The Committee Team hold the Register of Interests and Register of Gifts and Hospitality.</p> <p>Senior Staff in the unit provide advice and guidance to Members in respect of Standards and the Code of Conduct.</p> <p>The Solicitor to the Authority provides advice to members.</p> <p>Officers in the Unit support the PS&C Committee to ensure that Members are kept informed in respect of the number and type of</p>

	<p>The Professional Standards & Complaints Committee monitors complaints received by the Force. Performance analysis reports are provided to every meeting setting out the number by type, area and background of complainant. The Committee will identify trends and request information on specific issues relating to the information. Wider complaints issues, including misconduct issues, are also considered.</p> <p>Members of the Professional Standards & Complaints Committee also have access to the IPCC through attendance at committee meetings by the Commissioner and arrangements to visit the IPCC offices.</p> <p>Members receive advice relating to the misconduct regulations to ensure that it can deal effectively and appropriately with complaints against senior officers. Members have received presentations on the new arrangements following the Taylor Review.</p> <p>The Authority also directly receives complaints about Force issues. These are acknowledged and assistance provided where appropriate to ensure that a suitable response is prepared. The nature and types of these complaints are monitored to identify any particular complaints that are being sent to the Authority rather than the Force.</p>			<p>committees and liaise with PSD.</p> <p>Individual complaints received by the Authority are dealt with by officers in the unit to ensure that they receive attention within the Force and in the most appropriate way.</p>
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POLICE AUTHORITY SELF-ASSESSMENT FRAMEWORK – 4, Informed, Transparent Decisions and Managing Risk

Standard	4.1 The Authority has in place formal mechanisms to take required decisions which are widely communicated, and which include effective audit arrangements and access to up to date information to support decision making			
Objectives	<ul style="list-style-type: none"> • Being rigorous and transparent about how decisions are taken • Having and using good quality information, advice and support • Making sure that an effective risk management system is in operation 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<ul style="list-style-type: none"> • The Authority can demonstrate how its administrative mechanisms deliver its statutory functions. • Meetings are open to the public where appropriate and, in its public record of decision and in explaining them to stakeholders, the Authority is explicit about the criteria, rationale and considerations on which decisions are based, and, in due course, about the impact and consequences of decisions. • The Authority has developed Schemes of Delegation to its Executive Team and to its committees, and ensures that Members and staff understand the parameters in which they make decisions, and consider the implications and potential impact of decisions. • The Authority ensures it is provided with relevant, up to date information by the Force to help inform decision making. 	<p>The Authority has a Committee Structure that reflects the way in which it believes to maximise its ability to monitor and scrutinise the Force. The current structure was reviewed as part of an Away Day and a series of consultation events. This took place in October 2006. Each year prior to the Annual Meeting the Terms of Reference and Key Activities for each committee are reviewed and any amendments are presented to the Authority for recommendation. One of the aims of this review is to ensure that all of the functions of the Authority are captured through its committee structure and where possible new responsibilities are incorporated. The Forward Plan is then used to ensure that the reporting mechanisms are in place to meet the needs of those committees.</p> <p>At each Annual Meeting Members approve the structure of meetings that will meet on a scheduled basis. Members are allocated to these committees on an agreed group and political formula. Members are also appointed to other committees, sub-committees, Panels and Working Parties that meet as and when required. As far as possible all committee meetings are held in public and are advertised on the Authority's website.</p> <p>The Chair of the Authority has introduced a 'Standing Chairs' meeting ahead of each Police Authority meeting to ensure that there is greater synergy between the various committees.</p> <p>Link Members are appointed to take a lead role on specific areas. This covers the work of both the Authority and the Force. As far as possible Members experience and expertise will help determine the 'best fit'. Link Members are expected to have more detailed knowledge and champion these areas. They will</p>	<p>Committee Timetable</p> <p>Scheme of Delegation</p> <p>Agenda item and relevant minutes from AGM</p> <p>Forward Plan</p> <p>Website extracts showing publication of meeting dates</p> <p>Sample of minutes to show decision-making</p> <p>Template for report writing</p> <p>Link Member example – role and responsibilities</p> <p>Training on audit issues</p>	<p>Minutes are not always clear about the debate, rationale for decision etc. Need to consider making these more detailed.</p>	<p>Officers of the Authority support the Police Authority, Committee and all its meetings. Agendas are prepared and draft reports are reviewed by Officers to ensure they are fit for purpose. Officers liaise with the force on all agendas.</p> <p>Senior Officers are identified to take a lead on each of the meetings held by the Authority. This ensures there is continuity and expertise in specific areas of work.</p> <p>The Authority has a dedicated team to ensure that all administrative support is provided at all stages of the committee process. This includes agenda preparation, minutes and action plans arising out of meetings. Senior Officers ensure that the decisions taken by Members are put into action and monitor progress.</p> <p>Officers of the Authority also</p>

<ul style="list-style-type: none"> • The Authority has an effective Audit Committee which complies with CIPFA guidance. • The Authority assesses the risks inherent in the strategic decisions it takes. 	<p>participate in consultation on specific issues and where appropriate be involved in the Inspection process of these areas of responsibility.</p> <p>The Authority has developed a template for all reports that helps the reader understand what is being asked of the Authority. Explanatory notes are provided to the authors of reports to ensure that the final report is fit for purpose and includes a full risk assessment and impact on resources as well as an Equality & Diversity Impact Assessment.</p> <p>Reports to Members are always clear as to the purpose of the report i.e. for information, decision etc. The issue of parameters of decision-making was explored as part of the Authority's Best Value Review a few years ago.</p> <p>At the Annual General Meeting the Authority's Scheme of Delegation, Standing Orders, and Financial Regulations are reviewed and adopted. The Audit team test that these are being adhered to during their audit work throughout the year.</p> <p>Currently all Audit work is monitored and scrutinised through the Resources and Strategy Committee. The Terms of Reference for this Committee have been reviewed and amended to ensure that it is fulfilling the required functions. This is in line with the Audit Commission recommendations arising out of the PURE assessment.</p> <p>Training on audit issues has been provided to Members from the Authority Officers and Audit Commission.</p> <p>Each year the Audit Plan is reviewed to ensure that it is up-to-date and relevant to the Authority's requirements. It is developed using a risk based method.</p> <p>Working with the Force the Authority's officers ensure that the Authority is provided with relevant information in order for it to carry out its statutory functions. A Forward Plan is prepared for each of the Scheduled Committees and Sub-Committees. In addition Officers from the Authority ensure that relevant information is shared with Members who have link member responsibilities or more widely to all members outside the committee structure.</p> <p>The Authority has a relationship with KMBC to provide a</p>		<p>prepare reports on matters for the Police Authority and its Committees. These relate to specific functions of the Authority's business.</p> <p>The Solicitor to the Authority will advise on reports where appropriate.</p> <p>The Authority has its own internal audit function with a team of 6 officers. The Treasurer determines the Audit Plan in consultation with the Chief Constable. The Plan is based on current priorities and a risk based approach is taken.</p> <p>The Treasurer monitors progress of the Audit Plan and negotiates any changes to the plan depending on new circumstances. The Treasurer will direct the audit function to special investigations should financial irregularities be reported to him.</p> <p>The Treasurer reports on progress of the Audit Plan to the Resources & Strategy Committee. He also reports on any financial irregularities to the Authority and their outcome.</p>
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	<p>dedicated support team and additional services it can call off for specific purposes including legal, HR, Treasury and estates issues.</p> <p>The Support Unit is headed up by the Treasurer/Head of Support Unit and includes 24 members of staff. It is largely self-contained and means that the Authority has advice independent from the Force.</p> <p>The Authority officers ensure that the relevant expertise is present at meetings and are also available to members outside this structure. Each senior officer within the Authority will take a lead on specific committees thus building up further expertise on particular issues.</p>			
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4.2 The Authority can demonstrate how it manages risk effectively				
Standard	Objectives	Current Assessment	Evidence	How the Police Authority are supported
Deliverable	Areas for Improvement			
<ul style="list-style-type: none"> • Being rigorous and transparent about how decisions are taken • Having and using good quality information, advice and support • Making sure that an effective risk management system is in operation 				
<ul style="list-style-type: none"> • The Authority ensures effective risk management systems are in place and operate within the Force, which identify corporate, operational and financial risks, assess risks for likelihood and impact, and which identify mitigating controls and allocated responsibilities. • The authority has a reporting structure which addresses risk issues in all functions of the Force, utilising the risk assessments incorporated within the Force Risk Register. • The Authority has its own Risk Register which is regularly reviewed, evaluated, updated and reported to the Authority. • The Authority reports publicly on the effectiveness of its risk management system. • The Authority has a risk based approach to focus its scrutiny and monitoring work. 	<p>The Authority has approved the Force Risk Management Strategy and receives regular reports associated with the Force Risk Register. In addition it has developed its own Risk Management Strategy and Operational Risk Register. Overlaying this is an overarching Strategic Risk Register of issues pertinent to both the Authority and Force. This is reviewed in time to be considered during the Authority's planning and budget processes. It is reviewed on a quarterly basis and reported to the Resources and Strategy Committee.</p> <p>Risk is led by the Treasurer of the Authority and Deputy Chief Constable and there is a link member with responsibility for this area of work. The reporting mechanism is through the Resources & Strategy Committee.</p> <p>The Authority has worked hard and is becoming more successful at ensuring business processes are risk assessed and that strategic priorities and resources are based around the strategic risks facing the Authority and Force. The planning process and budget are now informed by the risk registers and there are references to the risk register in these key documents.</p> <p>All reports to the Authority must outline the risks that are associated with the report and the impact and consequences of either implementing or not implementing a decision. This also ensures that further reports are informed by the risk management process.</p> <p>Risk Awareness Training has been provided to Members again this year using Gallagher and Bassett. This was separated into 3 parts. The morning session was the awareness raising for new members or those that wanted to have a refresher. The afternoon session included a number of scenarios for Members to consider, and this was followed by a review of the strategic risk register.</p>	<p>The Force Risk Register</p> <p>The Authority's Operational Risk Register</p> <p>Guide to Managing Risk</p> <p>The Strategic Risk Register</p> <p>Copies of Training for Members</p>	<p>The Treasurer is the lead officer on risk management. Officers from the Authority attend the Force Risk management strategy group and support the link member in this area of work.</p> <p>Officers of the Authority have developed a Risk Management Strategy and policies and procedures to ensure risk is managed appropriately within the Authority. Officers ensure that the Authority's Risk Register is reviewed and updated. They also assist Members in taking the Register into account as part of the planning and budget process.</p> <p>Officers also ensure that the Force is managing its risks and to provide reassurance to Members.</p>	<p>Areas for Improvement</p>

POLICE AUTHORITY SELF-ASSESSMENT FRAMEWORK – 5. Capacity and Capability of the Authority and its Executive Team

Standard	5.1 The Authority can demonstrate that it plans for how it will deliver its own role and functions for the benefit of its communities			
Objectives	<ul style="list-style-type: none"> • Ensuring that Members and the Executive Team have the necessary skills, knowledge and experience • Developing the capability of Members and Executive Team and evaluating their performance both individually and as a group • Striking the balance between continuity and renewal 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<ul style="list-style-type: none"> • The Authority has its own strategic and annual plans which identify priorities. • The Authority can demonstrate that it monitors the delivery of its strategic plan and ensures that the CEX, Treasurer and other appropriate members of the Executive Team, meet the objectives contained within the Plan. • The Authority holds its CEX to account for the management of the Authority's Executive Team. • The Authority has effective policies, procedures and processes to deliver its role, functions and priorities, and these are regularly reviewed - The Authority has documented processes and procedures which are understood by members, staff and where necessary, the force - The Authority collects and utilises management 	<p>The Authority plays an active role in determining its strategic priorities, which it translates into the local Policing Plan. It works in partnership with the Force to deliver the plan. In addition it holds a series of Away Days to determine plans for itself and how it can deliver its own role and functions. In addition the Support unit has an annual service plan which sets out the way in which these priorities will be supported.</p> <p>Last year members spent time at an Away Day discussing how it was operating and to put together a plan to work more effectively. A number of initiatives were adopted including:</p> <ul style="list-style-type: none"> - regular chair's meeting ahead of police authority meeting - a review of Terms of Reference resulted in amendments and greater clarification of the role of activities - an assessment of IT needs for Members and the roll-out of equipment - introduction of an annual assessment of member training needs <p>Each year the Authority produces and publishes a Committee timetable for its scheduled committees and a Forward Plan to determine the reporting regime for those committees. The Forward plan is monitored during the committee cycle to ensure that this reporting regime is adhered to, that additional reports requested or more information is supplied in a timely way and that the key activities for each Committee are undertaken. There are plans to extend this to sub-committees and the Authority meeting.</p> <p>The Authority benefits from an appropriately resourced support unit, which has the capacity to support members and to act as</p>	<p>Planning Documents</p> <p>Support Unit Structure & rationale for change</p> <p>Forward Plan</p> <p>Committee Timetable</p> <p>Liaison meeting notes</p>	<p>The Business Planning process for the Authority must be more robust and that a separate document to the LPP should be developed that explicitly states the objectives of the Authority.</p> <p>A gap analysis needs to be undertaken for member skills and experience, to be taken into consideration during the next round of member improvement.</p> <p>The scrutiny of the Chief Executive needs to be developed, with targets set. Consideration should be given to including a session at Police Authority for Questions for Chief Executive, with questions submitted in advance.</p> <p>The Authority's service plan needs to be reported to the Authority and targets monitored accordingly.</p> <p>The Forward Plan needs to</p>	<p>As stated under the current assessment the Authority benefits from a well resourced Support Unit. Officers within the Unit have a range of skills and expertise and can support members in almost all areas of the business.</p> <p>Where there are gaps in service or in areas in which it would be uneconomical to supply full-time or permanently the Authority benefits from access to specialist and/or additional services via KMBC.</p> <p>The Authority benefits from a Communications Team. The team is responsible for all external communication including media liaison, marketing, public information, and the Authority's website. The team also liaises with the Force Press Office to monitor press releases and where appropriate to have an Authority input.</p>

<p>information about the delivery of its role and functions</p> <ul style="list-style-type: none"> The Police Authority regularly reviews its performance and reflects necessary improvements in its plans. 	<p>the interface between the Authority and Force. In addition to the Support Unit KMBC provides additional resources for more specialist areas for which it would be uneconomical for the Authority to employ on a part-time or full-time basis. In October 2008 a new structure for the Support Unit was approved. This was developed to ensure that the Unit would have the necessary skills to support the current roles and functions of the Authority but also to consider developments in areas such as partnership working, more focused external communications and to assist with the Inspection regime.</p> <p>Within the Unit there are specialist skills such as Performance, Audit, Media and Equality & Diversity to ensure that the Authority receives the support it requires.</p> <p>Members have given feedback that the summary of APA Council papers are an excellent resource of national information.</p> <p>There is an existing communication strategy, which has been in place for the last 3 years. Having its own media and communications team means that the Authority is able to be proactive in working with the media and other means of communication.</p> <p>The Authority is well-known by the local media and there is a positive relationship. The Authority has a separate logo and identity from the Force and works hard to maintain the Authority's independence. This includes a separate website.</p> <p>At all the Authority's community engagement events we ask participants about their level of knowledge of the Authority and where possible try to increase public awareness of what we do through literature and marketing material. An approach that is taken towards community engagement is that in each BCU a large 'event', usually in a shopping centre, is held where the Authority has a stall. Marketing materials are used to tell people about the work of the Authority as well as seeking information from visitors to the stall to hear their views on policing issues.</p>	<p>be formalised, with the Chief Executive providing an update on this plan on a quarterly basis.</p> <p>The Communications strategy is now over 3 years old and due for review.</p> <p>The Authority needs to consider its brand and its effectiveness.</p> <p>A regular newsletter should be produced by the Authority.</p> <p>Links on local authority and partner websites needs to be developed, including Force.</p> <p>Explore the use of existing communications, e.g. local authority newsletters to refer to MPA.</p> <p>Negotiate with other partners to buy in to producing joint publications, e.g. LPP summary.</p>	<p>Officers of the Authority attend a variety of force meetings to ensure that the Authority's perspective can be taken into account and to reassure members of progress in key areas of work. Officers also attend meetings with Members when this is appropriate.</p>
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<p>Standard</p> <p>Objectives</p> <p>Deliverable</p>	<p>5.2 The Authority can demonstrate that it plans and makes it appropriate allocation and use of funding to deliver its own role and functions</p> <ul style="list-style-type: none"> Ensuring that Members and the Executive Team have the necessary skills, knowledge and experience Developing the capability of Members and Executive Team and evaluating their performance both individually and as a group Striking the balance between continuity and renewal 			
	<p>Current Assessment</p>	<p>Evidence</p>	<p>Areas for Improvement</p>	<p>How the Police Authority are supported</p>
<ul style="list-style-type: none"> The Authority has appropriate financial resources and strategies for the work of the Authority balancing the needs of policing delivery with the governance and accountability needs of the Authority and communities. The Authority monitors its own budget 	<p>The budget for the Police Authority is reviewed annually by the Treasurer and Chief Executive to ensure that the Authority is sufficiently resourced to meet its demands. The Authority has, where possible, made budget reductions on a proportionate scale to the Force. The Authority budget is reported in the Statement of Accounts to the Authority and during the budget process.</p> <p>The budget is monitored and is managed effectively. The Senior Officers ensure that value for money is achieved and this is reflected in the attempts to ensure that there has been no growth in real terms of the Authority's budget. New developments have largely been self-funded through savings and reinvestment.</p>	<p>Copy of the Authority Budget</p> <p>Reports that evidence no growth was required in the budget but managed within current resources</p>	<p>The way in which the budget is set out requires amendment to eliminate defunct reporting lines.</p>	<p>See Current Assessment</p>

5.3 The Authority can demonstrate that it has the capacity and capability to fulfil its role and functions					
Standard	Objectives	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<p>Deliverable</p> <ul style="list-style-type: none"> The Authority understands the knowledge and skills it needs to meet its responsibilities, and regularly reviews the capacity and capability available to it, including to independent advice where appropriate. The Police Authority appoints its independent members and staff using an open and skills based recruitment process with the aim of ensuring an appropriate balance between continuity and renewal. The Authority trains and develops its Executive Team to improve their ability to do their job. New Members and staff receive a thorough induction that is tailored to their role in the Police Authority. Member skills/expertise are reflected in portfolio/lead roles, where appropriate, and their contributions are maximised through training and development. The Authority has a performance review mechanism 	<ul style="list-style-type: none"> Ensuring that Members and the Executive Team have the necessary skills, knowledge and experience Developing the capability of Members and Executive Team and evaluating their performance both individually and as a group Striking the balance between continuity and renewal 	<p><u>Members</u></p> <p>Members are appointed based on the guidance to police authorities. Elected Members are appointed on an annual basis by the Merseyside Joint Committee. Independent Members are subject to the guidelines and regulations for this category of member. Refinement of this process, internally, means that applicants are subject to a longer selection process, which includes a pre-interview with the Selection Panel.</p> <p>A marketing strategy was devised prior to the last recruitment of independent members to try and ensure that we aimed the advertisement to communities under represented on the Authority.</p> <p>During the last round of Independent Member Recruitment the Authority appointed a mixture of existing members and new independent members.</p> <p>There is a well established Induction programme for Independent Members, lay members of Standards Committee and for Misconduct Panels. A framework has been developed and this is tailored to the needs of the members concerned and their role on the Authority. The new lay members for Standards Committee had, in addition to an Induction, an opportunity to attend the APA's training on the new local arrangements for dealing with complaints against Members.</p> <p>A Member's role has been defined and this is part of the Member Training & Development Programme. Members will be nominated to become link members and where possible this reflects their skills and expertise. The development programme means that each member will be involved in preparing their own training plan, which reflects their skills, expertise and requirements.</p>	<p>Documentation in respect of Independent Recruitment</p> <p>PRD process for staff</p> <p>Member Training & Development programme</p> <p>Member Induction Programme</p> <p>Training Programme</p> <p>Details on APA training – Standards</p>	<p>Further work is required to ensure that roles and responsibilities are defined both within the Authority and within other structures.</p> <p>The Authority should explore joint training opportunities, e.g. with local authorities, APA, other police authorities.</p> <p>Members should further exploit officer support on technical issues.</p> <p>All policies and procedures are being reviewed in relation to an equality and diversity impact assessment. This provides the opportunity to review them in terms of whether they are fit for purpose.</p> <p>The Authority's service plan needs to be reviewed by the Authority.</p>	<p><u>Officers</u></p> <p>The Officers of the Authority's Support Unit are selected by managers within the Unit with HR support from KMBC.</p> <p>HR policies from KMBC relate to Police Authority staff and training and development opportunities are available to all in the unit. Training and development is discussed during staff's PRD. In addition to accessing training through KMBC training associated with police authority work is sought through courses and seminars.</p> <p>Over time Officers have ensured that there are policies and procedures in place covering all aspects of the Authority's business. Officers take into account APA guidance. Policies are reviewed in the light of new legislation and in changing circumstances. All the Authority's policies are currently being Equality Impact Assessed.</p>

<p>to ensure that individual Members and staff are held to account for their contribution, which includes an assessment of any training or development needs.</p> <ul style="list-style-type: none"> • The Authority ensures that it is provided with professional advice and information that is: <ul style="list-style-type: none"> - independent from the Force directly relevant to the decisions it has to take - timely, objective; and gives clear expectations of technical issues and their implications • The Authority supplements its capabilities by having arrangements with individuals or external organisations to provide necessary expertise. 	<p>The unit has developed policies and procedures associated with the work in support of the Authority. These are reviewed by Members as appropriate and Members are made aware of new functions by its officers.</p> <p>The Authority can demonstrate how it reviews the work it undertakes and how it responds to new legislation, regulations and guidance.</p> <p>Management information on the work of the Authority has been developed. Performance Indicators are contained in the Unit's Service Plan</p> <p>The Authority is appropriately resourced in its staff to ensure that the functions of the Authority are delivered. There are staff with specialist skills to consider and develop policies in key areas of function. There are staff within the Unit that have a range of skills and expertise that in the most part cover the roles and functions of the Authority. Staff within the Unit have been with the Authority for differing periods of time but the Authority does benefit from some long standing officers who have detailed knowledge and experience. This is accompanied by a healthy turnover of staff that brings with it new ideas and experiences.</p> <p>Where the Authority requires specialist skills which are of a one-off nature or where it would be uneconomical to employ someone there are arrangements to secure those independent from the Force. KMBC currently provide much of these additional services via a SLA or the Authority employs external organisations e.g. Mercer's for actuarial advice.</p>		
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5.4 The Authority can demonstrate that it has the physical resources to deliver its role and functions and that these are regularly reviewed					
Standard	Objectives	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
Deliverable <ul style="list-style-type: none"> The Authority has identified its information technology needs and planned for their delivery. The Authority provides accommodation to meet the needs of Members and staff. 	<ul style="list-style-type: none"> Ensuring that Members and the Executive Team have the necessary skills, knowledge and experience Developing the capability of Members and Executive Team and evaluating their performance both individually and as a group Striking the balance between continuity and renewal 	<p>The staff in the Unit uses the IT system purchased through KMBC. All technical support is provided through the service agreement. The Authority has a rolling programme of replacement for IT equipment. There are various IT policies staff must sign to say that they have read, in conjunction with the use of IT.</p> <p>The Authority has access to the Force system via a dedicated PC based within the Finance team. This enables the unit staff to view the appropriate Force systems as well as providing a secure line for the sending of private and confidential information.</p> <p>The Authority undertook a survey of members in respect of IT requirements. Members were then provided with a bespoke service depending on existing provision. KMBC will provide technical support to those members who require it.</p> <p>The Authority is housed in a separate location from the Force, which has been a deliberate choice in order to maintain its independence. It is located within the city centre and its premises have recently undergone a disability audit. This was positive and only minor recommendations made.</p>	<p>IT for Members and approach</p>	<p>Accommodation is an issue and needs to be considered, particularly the lack of meeting rooms, lack of member library, lack of conference facilities.</p>	<p>The Senior Officers of the Authority monitor the Support Unit budget and ensures that it is appropriately resourced. Officers ensure that there are appropriate expenditure plans in place and have strategies in place for replacement of equipment such as IT etc.</p>

6.1 The Authority understands to whom they are accountable and for what they are accountable and that is made known to the communities they serve					
Standard	Formal and informal accountability relationships understood Active and planned approach to dialogue and accountability to the public Engaging effectively with institutional stakeholders				
Objectives	<ul style="list-style-type: none"> Formal and informal accountability relationships understood Active and planned approach to dialogue and accountability to the public Engaging effectively with institutional stakeholders 				
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported	
<ul style="list-style-type: none"> The Authority can demonstrate it understands the make up of its local communities, stakeholders and partners, and how best to engage them. The Authority promotes awareness about its role and functions to the public and stakeholders, and delivers its accountability function to the public by ensuring they have access to relevant information about policing, about how they can express their views, and about how the Authority can help if they have concerns about policing. The Authority communications strategies are linked to community engagement strategies, and distinguish between the role of the Authority and Force. 	<p>The Authority has a good understanding of the communities it serves. Members are assigned to BCU areas and through a variety of activities this gives them an insight into the policing needs for that area. Through regular BCU meetings with the Local command team they have developed a thorough knowledge of the area, including performance issues and the make up of the community. This knowledge base is used in determining the approach to community engagement. Those Members determine the engagement methods to be employed, the best venues to hold events and other partners to share events with.</p> <p>A 'Who we Are and What we do' leaflet is prepared and updated annually, which is given out a community engagement events. Other marketing material is available for those events to promote the work of the Authority.</p> <p>The Authority's Policing Plan summary has for more than 10 years, in one guise or another, been circulated to every household in the county and people encouraged to feedback. In its latest format the document has produced a high number of responses. Whilst the 2007/08 responses were down on previous years this was likely to have been the result of the postal strike affecting delivery. The 2008/09 summary was recently delivered and the Authority received over 4,500 responses on the question in relation to strategic priorities.</p> <p>The range of communication events held by the Authority make access to members and the way people can express their views on policing more readily available, particularly at the supermarket events that are held regularly. Marketing material about the Authority are shared and people are encouraged to give us</p>	<p>Sample from the website</p> <p>BCU minutes</p> <p>Guide to engagement events</p> <p>'Who we are and What we do' leaflet</p> <p>Marketing material</p> <p>Local Policing Plan Summary</p> <p>Reports on community engagement feedback</p>	<p>Review of the website used to ensure that the Authority's role is made more explicit.</p> <p>Need to review the Authority's role in influencing national issues.</p> <p>A review is needed to coordinate consultation and engagement across Merseyside and the partners involved. (Regional Agenda)</p>	<p>Officers across the Unit assist the members in ensuring that information relating to the Authority is provided to the community it serves. Officers have developed marketing material that is used at public events. The Communications Team work closely with the Performance Team to ensure that the Policing Plan summary is circulated in an accessible form to every household.</p> <p>Officers have worked with members to ensure that there is a review of the vision statement.</p>	

6.2 The Authority ensures arrangements are in place to enable effective engagement with all sections of the community				
Standard	<p>Objectives</p> <ul style="list-style-type: none"> • Formal and informal accountability relationships understood • Active and planned approach to dialogue and accountability to the public • Active and planned approach to responsibility to staff • Engaging effectively with institutional stakeholders 			
Deliverable	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<ul style="list-style-type: none"> • A variety of methods are in place to engage the public, including under-represented groups • The Authority can demonstrate how the community's views are reflected in its decision-making, strategies and activities. • The Authority, using appropriate methods, provides feedback about results and impact to communities, setting out how their views have made a difference. 	<p>The Authority has gained national recognition in respect of its community engagement and consultation. It has a team of staff responsible for communications and consultation. This means that members are supported in developing an innovative approach. Members have developed and embraced new methods of engagement.</p> <p>Members are given specific BCU areas that cover all aspects of policing and this ensures that the requirements for engagement of that area are met. Each year a plan is drawn up with members for the relevant area and the engagement and consultation activities are planned.</p> <p>The BCU members have developed expertise in their areas and draw up a plan specific to the local communities based within the area including venues and type of event. A guide to events is available to members to assist this process.</p> <p>In addition to the BCU engagement events and forums, link members have been established for specific groups within the policing area, which have traditionally been under represented at public meetings. These include disabled groups, older people, young people, BRM and LGBT.</p> <p>The Authority has developed a networking and partnership approach to communication events. Rather than always organising MPA only events the Communication Team have assisted Members to seek joint events with other partners or to seek representation or involvement with other planned events across Merseyside. These often give the Authority an 'in' that would otherwise not be open to it.</p> <p>The Authority's Community Partnership meeting receives a report</p>	<p>Feedback newsletter</p> <p>Engagement Guide</p> <p>Website details of engagement events</p> <p>Details of BCU planning events</p> <p>CP agenda and minutes</p>	<p>The approach towards community engagement and consultation is constantly reviewed. Further work will go on to ensure that a wide section of views are collected. This review will also consider the wider implications of community engagement by the CDRPs.</p> <p>The biggest challenge to the Authority over the next few years is in meeting the Government's target for increasing confidence in the police and local councils on ASB and other crime. Work will be developed as to how this might be achieved.</p>	<p>Officers support all aspects of the community engagement and consultation process for the Authority. The Communication and Engagement Team has been expanded to support this work further.</p> <p>Work in this area of work has expanded and is much more innovative in its approach. A guide to events has been prepared for Members to ensure that a wide variety of methods are in place to engage effectively with different communities in the area. Officers help to facilitate events as well as provide all the administrative processes including making arrangements and providing feedback to participants.</p> <p>Officers ensure that the information collected is used to help determine the future priorities in the planning and budget processes.</p>

6.3 The Authority ensures arrangements are in place to enable effective engagement with partners, stakeholders, other organisations and bodies					
Standard	Objectives	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
<p>Standard</p> <p>Objectives</p> <ul style="list-style-type: none"> • Formal and informal accountability relationships understood • Active and planned approach to dialogue and accountability to the public • Active and planned approach to responsibility to staff • Engaging effectively with institutional stakeholders <p>Deliverable</p> <ul style="list-style-type: none"> • The Authority can demonstrate how it collaborates with other partner organisations to the added benefit of the communities and decision-making process. • The Authority can demonstrate how the views of other partner's e.g. institutional stakeholders, the business community and voluntary sector, are reflected in the work of the Authority. • The Authority can show how it contributes to the tripartite structure and governance of policing at a regional and national level. 	<ul style="list-style-type: none"> • Members and officers are represented on the 5 CDRPs and have been since Authorities became responsible authorities. There is still work to be done in relation to their future role with the CDA implementation. Representation on LSPs has been more difficult to achieve and work is ongoing to assist with this. • Work is ongoing around other relevant areas of partnership working. For example there is a small working group of members in respect of the Every Child Matters Agenda. • A Partnership Strategy has been jointly developed between the Authority and Force with oversight from the Audit Commission, which has now been implemented. • The Authority has also developed a closer working relationship with Government Office North West. They have been very supportive of the approach taken by the Authority in respect of target setting and involvement of CDRP representatives. They have shown their willingness to engage with the Authority and seek to involve MPA in other work. They have also provided a small sum of money to MPA to undertake a piece of work in respect of the confidence agenda. • The Planning process that has been developed, and now cited as good practice, demonstrates how the Authority takes into account the CDRPs views during the target setting process. • Each year prior to the setting of the budget the Authority makes arrangements for a meeting with each of the Local Authorities, and the Chambers of commerce to seek their views • There is now also considerable evidence of partnership working to provide a more effective service for the people of Merseyside. 	<p>Planning documentation.</p> <p>Details of pan Merseyside meetings</p> <p>Copies of CDRP minutes</p> <p>Copies of regional meeting minutes</p> <p>Copies of APA policy network meetings</p> <p>Letters to Local Authorities inviting them to budget meeting</p> <p>Additionally funded police officer report</p> <p>Partnership Strategy</p>	<p>There is still a lot of work to be done in respect of full representation in partnership working within the LSP.</p> <p>A review of Partnership working has been undertaken and a strategy developed. However this still requires further work in relation to a partnership register.</p>	<p>Officers attend all CDRP meetings to provide additional support to members. Briefings are also prepared.</p> <p>Officers have been instrumental in setting up a regular meeting with all the CDRP partners and Government Officer North West. Initially this was set up to assist delivery of the various planning processes but will continue to enable a pan-Merseyside approach to be taken in community safety work.</p> <p>Officers have provided training and seminars to members on the implications for the future of partnership working.</p> <p>A Strategy for Partnership working has been developed by officers of the Authority working with SDD of the Force.</p>	

	<p>There are a number of initiatives where partners have contributed for additional police officers, overtime or other services. The target hardening scheme is also a good example of positive joint working between the Authority, local authorities and the third sector.</p> <p>Merseyside Police Authority is also fully involved and committed to working on a regional basis and wider where appropriate (e.g. forensics procurement). There is a regular meeting of the 5 North West Police Authorities and Forces. The ACPO officers report on the progress of current collaborative arrangements and put forward the operational case for regional collaboration. The Authorities are responsible for agreeing these processes and whether to proceed with collaboration and to monitor the effectiveness of such arrangements.</p> <p>The regional arrangements has supported the APA's new network structure and each of the Chairs represents the region at either the APA Board or one of the 4 policy networks.</p>			
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6.4 The Authority ensures that relevant information is published to inform the public				
Standard	<ul style="list-style-type: none"> Formal and informal accountability relationships understood Active and planned approach to dialogue and accountability to the public Active and planned approach to responsibility to staff Engaging effectively with institutional stakeholders 			
Objectives	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
Deliverable <ul style="list-style-type: none"> The Authority publishes all statutory information required of them, including policing objectives and plans, reports and annual accounts in a form which is accessible to the public. It publishes additional information as required and can demonstrate how this contributes to policing or the social capital of the area, including information about how the public can become more actively involved in contributing to the work of the Authority and the Force. The Authority ensures that the Chief Officer regularly publishes appropriate information on the Force's work and achievements for the benefits of communities and stakeholders. The Authority ensures that Audit and Inspection reports are published in an accessible and timely manner. 	<p>The Authority's website was redeveloped and relaunched in 2008. It has been developed to be accessible, offer other languages and to deliver the key messages of the Authority.</p> <p>The Authority publishes all its statutory information within the relevant timescales. All public information is available on request and is on the website. Arrangements are in place for public information to be translated into other formats and languages if required. The Authority has recently, in line with legislation, adopted a new Publication Scheme for FOI. The Authority aims to ensure that in addition to all statutory information being published that all public information is available via the website. The website also makes it clear that hardcopies can be made available.</p> <p>The Authority developed a separate leaflet explaining the annual accounts. In addition to this being published on the website this is taken to all of the Authority's community engagement events.</p> <p>The Authority also publishes an annual report on the work of its Standards Committee. There are plans to extend annual reports for other aspects of the Authority's responsibilities where appropriate including ICV, complaints and its constitution.</p> <p>Much of this information is contained within reports to various committees, all of which are available on the Authority's website.</p> <p>In addition the Policing Plan summary is now a joint publication and is an opportunity for the Authority and Force to set out some of the achievements from the previous year. This is delivered to every household. For the last 2 years the Authority has worked in partnership with the CDRPs and information relating to the partnerships is contained in the Summary. Members of the Authority have also given a commitment to producing a separate</p>	<p>FOI reports and Publication Scheme.</p> <p>Sample pages from the Website</p> <p>Sample agendas from Inspections, R&S and VfM.</p> <p>Copy of the Policing Plan Summary</p> <p>Copy of draft Youth Policing Plan summary</p> <p>Copy of leaflet on the Authority's accounts</p> <p>Copies of press releases</p>	<p>The redevelopment of the Website is an ideal opportunity for an assessment of the information provided.</p>	<p>Officers ensure that all public information is appropriate and accessible. The Communications Team work with Members to ensure this and that the Authority is in a position to publish information on its achievements including media stories as well as statutory publications.</p> <p>Marketing material about the Authority is developed by the Team and used at engagement and consultation events.</p> <p>Staff across the Unit are responsible for ensuring that the Website is kept up to date and refreshed.</p> <p>The Committee and Administration team deal with all FOI/DP requests or, where appropriate, forward them onto the Force.</p> <p>The Finance and Audit Team are responsible for all internal audits and these are published.</p> <p>The Finance & Audit Team are also responsible for</p>

	<p>summary aimed at children and young people. The Authority is being assisted in developing this by the Young Advisors Group. The summary will be distributed during the spring of 2009 via school e-mail addresses.</p> <p>The Authority has a proactive approach to the media and will take opportunities to provide information on the Authority's and force's achievements. News items will also be responded to and the Authority has developed a protocol on the approach on media issues with the Force.</p> <p>The Chief Constable also publishes an annual report and in the last few years this has been done as a DVD. There is an overarching film and one specifically for each BCU.</p> <p>The Authority has an Inspections sub-committee, which receives reports relating to HMIC inspections. The Value for Money Committee is now responsible for other inspection processes related to the Authority. The Authority's Resources & Strategy Committee is responsible for all internal audit work and reports from the Audit Commission. This information is, where in the public domain, published via the Website.</p>			<p>ensuring that the Authority's budget information and details on the accounts are available for inspection. The Team prepares a summary leaflet on the Statement of Accounts each year.</p>
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6.5 The Authority can demonstrate that it communicates effectively					
Standard	Objectives	Current Assessment	Evidence	Areas for Improvement	How the Police Authority are supported
	<ul style="list-style-type: none"> Formal and informal accountability relationships understood Active and planned approach to dialogue and accountability to the public Active and planned approach to responsibility to staff Engaging effectively with institutional stakeholders 	<p>Current Assessment</p> <p>The Authority has a long established communication strategy, which has evolved to meet the needs of the Organisation. External publications and engagement are reported via the Community Partnership committee, which has ownership of the Strategy.</p> <p>In keeping with seeking a separate identity from the Force the Authority not only occupies different premises but has its own logo, website and communication strategy. A huge amount of work has been done with local partners to establish this separate identity. Part of the rationale for the proposals around moving away from a lead authority is to support this premise.</p> <p>The Authority has also undertaken efforts to ensure that the role of the Authority is better understood within the force at all ranks. This has included placing specific items in the Force's newspaper 'Merseybeat' and in the participation by magistrate members in the attestation process. Members do go on operational visits and have lead member status on particular topics, which help to expose the Authority further. However more work is required.</p> <p>The Authority has a protocol with the Force in relation to dealing with media enquiries and has a small team who are responsible for all external communication. There is also an agreed process for keeping members informed of urgent news items, sensitive matters or to forewarn Members of an emerging issue outside the committee/meeting structure. This is via an 'in-touch' newsletter, which is often just one page to give early warning prior to providing a more in-depth briefing for Members.</p> <p>The Authority's Communication team has worked to develop a relationship with the local media, newspapers and radio. This, for the most part, works in a positive manner without being too cosy.</p>	<p>Communication Strategy</p> <p>Merseybeat</p> <p>Agenda from CP Committee</p> <p>Media protocols</p>	<p>The Communication Strategy should be refreshed and reported to the CP Committee</p>	<p>The Communication Team was established to support the Authority in having its own separate identity in respect of external publications and in working with the media. The team has officers qualified in journalism and are passing this expertise onto other members of the team to ensure coverage at all times.</p> <p>The Communication Team have developed the protocols with the Force in relation to dealing with the media.</p> <p>The Communication Team sit in all of the Authority meetings and scan the agendas to anticipate media interest, and where appropriate prepare press releases or arrange for media interviews with the Chair of the Authority or appropriate officer.</p>

The Support Functions to the Authority

Function	Support Unit Activities	Additional Services via KMBC
<p>Strategic Policy Development and Advice – The Authority receives appropriate and timely advice from its officers and accurate information and reports in order to make informed decisions.</p>	<ul style="list-style-type: none"> - Support the Chair of the Authority on all aspects of the Authority's business – Keeping him informed of Authority business and developments. - Support to other Members of the Authority in their respective roles as Chairs of Committee, Link Members and in general as to the business of the Authority - Participation in the Tripartite process by the Treasurer - Advice in all meetings of the Authority and all its meetings - Advice to Members in respect of new legislation and the implications for police authorities - Advice to Members in respect of local and national developments - Procedural advice in respect of the administration of the Police Authority - Briefings on specific issues of policing - Liaison with the Force to ensure Members are kept up to date with policing issues - Liaison with the Force in respect of committee papers to ensure they are timely and accurate. 	<ul style="list-style-type: none"> û Support to the Chair of the Authority by the Chief Executive û Participation in the Tripartite process by the Chief Executive û Advice at Police Authority meeting û Solicitor to the Authority provides advice on request on specific issues of legislation and guidance û Assistance on policy development for specific issues of a legal, HR or other specialist area
<p>Planning – Working with the force, stakeholders and communities to set the strategy and priorities for policing, which are clearly articulated and disseminated.</p>	<ul style="list-style-type: none"> - Strategic advice and support to the police authority in all aspects of the policing planning process - Prepare, in conjunction with the force, the material to support members in the process - Liaise with the force on the content of the LPP - Working with CDRPs and other partners to ensure the various planning processes are complementary - Ensuring there is appropriate engagement with the community and feeding this into the planning processes - Production of public information relating to the policing plan and financial information - Development of Business Planning Processes for the Authority 	<ul style="list-style-type: none"> û Participation in the planning process by the Chief Executive

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<p>Finance/Budget – The Authority ensures that the Force has the capacity, capability and budget to deliver strategic and short term objectives. To manage the Authority's financial resources, land and assets, through effective leadership and management of the budget processes and capital strategy, including monitoring of financial delegations to the Chief Constable, Treasurer and Chief Executive.</p>	<ul style="list-style-type: none"> - Strategic financial advice to members in respect of the budget preparation - Ensure Members receive timely budget monitoring reports - Report on the Statement of Accounts and Internal Control - Strategic advice to Members with regard to the Authority's resource position - Liaison with the Audit Commission and lead on PURE and other inspections - Lead on and Liaise with KMBC Estates and Force Estates personnel to ensure the delivery of the Authority's Estates Strategy - Annual review and implementation of financial regulations and Scheme of Delegation - Ensure that the Audit Plan is delivered and includes Value for Money projects 	<ul style="list-style-type: none"> û Advice to the Treasurer on all matters related to Treasury management, investments and borrowing û Obtaining daily balances û Provide information for the year end accounts (for interest) û Checking commission invoices û Provide police data for central government returns û Oracle Financial support û General Accountancy Support û Comprehensive Insurance Service for the Authority û Day to day liaison with the Force Estates Department û Promote and protect the Authority's interests in all estates matters û Assist with all estate matters to secure the achievement of the Estate Strategy
<p>Community Engagement – To consult and engage communities to seek their views on policing priorities to improve policing services in their area.</p>	<ul style="list-style-type: none"> - to ensure the Authority has a community engagement strategy - to seek innovative ways of engaging with the community to meet our statutory responsibilities - work with other partners and agencies to share engagement activities - Preparation of reports to ensure feedback is provided to inform the Authority's planning processes - Provide and update a Website to inform the community of the Authority's activities and as a tool for receiving feedback - Develop and distribute marketing material for use in community engagement events - Advise the Authority on the suitability of design of publications 	
<p>Continuous Improvement – In partnership with the force, to drive improvements to policing services through improvement activities, risk, inspection and internal audit.</p>	<ul style="list-style-type: none"> - Support link members in gaining greater expertise in their portfolio areas - Member Development & Training Programme carried out by Officers to ensure members have the skills to carry out their functions - Provide support to the Service Improvement Committee and liaise with the Force on areas of review - Lead officer on risk and development of strategic risk register and ongoing review - Representation on force Risk Management Group - Oversee Force Risk Register and ensure it is taken into account as part of the planning and budget process 	<ul style="list-style-type: none"> û Additional resources made available for audit function on occasion when required

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<p>Performance Management – To provide an effective, independent performance management framework through scrutiny of all aspects of force performance. To hold the Chief Constable to account for the delivery of the strategic and local plans and hold the Chief Executive to account for the delivery of services to the Authority.</p>	<ul style="list-style-type: none"> - Lead Officer on Health & Safety and representation on Force Health & Safety Board - Treasurer attends Structures & Ratios group and ensures this is fed into the planning and budget process - Internal Audit Plan includes value for money projects - Development of audit function of the Resources & Strategy Committee led by the Treasurer - Advice and support to members as part of the Inspections Sub-Committee 	
<p>Leadership and Management – To ensure that there is effective management and leadership of the Force and Authority's Executive Team.</p>	<ul style="list-style-type: none"> - Performance Team provides independent challenge and validation for all aspects of force performance - Scrutiny of reports and liaison with force on performance issues prior to committee meeting - Support to the Chair of the Performance Committee and advice at its meetings - Training on performance issues for members - Publication of 'Performance Matters' to assist Members' understanding of force performance - Officers of the Authority support members during the target setting process to ensure that the Authority's aspirations and strategic priorities are met - Ensure that all matters on force performance are reported to the Performance Committee including the delivery of the Authority's priorities contained within the LPP - Support members at BCJ level in the development of protocols to ensure that there is access to local performance information - Officers attend CDRP meetings with Members - Officers attend national performance policy group and associated sub-groups of APA 	
<p>Leadership and Management – To ensure that there is effective management and leadership of the Force and Authority's Executive Team.</p>	<ul style="list-style-type: none"> - Officers of the Authority involved in the recruitment of Chief Officer Group - Ensure that the Chief Officer Bonus Scheme is administered and advise members on the scheme - Support the Chair of the Authority in respect of the PRD process for the Chief Constable - Treasurer participates in the Tripartite process 	<ul style="list-style-type: none"> û Participation in the Tripartite process by the Chief Executive û Chief Executive participation in the recruitment process of Chief Officer Group û HR support in the recruitment process of Chief Officer Group

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<p>Complaints and Professional Standards – To deal with complaints against chief officers of the force and to investigate promptly and thoroughly, complaints relating to the Authority. To actively oversee the Force's Professional Standards processes and demonstrate understanding of its ethical framework and its role in local governance.</p>	<ul style="list-style-type: none"> - Receive allegations of complaint against Chief Officer Group and to undertake work associated with the process - Develop appropriate policies associated with the Complaints process - Support the Chair of the Professional Standards & Complaints Committee and its members in all aspects of reporting to the committee - Liaise with PSD in ensuring the Committee receives timely and accurate information to the Committee - Training for members on aspects of the committee's work - Liaise with the IPCC - Develop and review policies in respect of dip-sampling of closed complaints files - Update Members on new legislation in respect of all professional standards issues and training where appropriate - Ensure that the Whistle blowing policy is robust and forms part of the Authority's Financial Regulations - Ensure that any financial irregularities are investigated and brought to the attention of members 	<ul style="list-style-type: none"> û Solicitor to the Authority provides advice and undertakes work in respect of allegations of complaint against Chief Officers û Solicitor of the Authority advises on other associated Professional Standards matters as appropriate
<p>Race and Diversity – to ensure that the Authority and Force deliver the race and diversity agenda for the benefit of communities in their area.</p>	<ul style="list-style-type: none"> - Development and implementation of the various schemes required under the Equalities legislation for the Authority - Report progress on the Authority's schemes to its Equality & Diversity Sub-Committee - Ensure that the Force Schemes and progress are reported to the Sub-Committee - Officer attendance at the Force Diversity Strategy Group with Members - Development of a joint officer and member group to ensure that the Authority's responsibilities under the 'Every Child Matters' Agenda are met - Monitor Stop & Search data and ensure this is reported regularly to members 	

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<p>Other Support to the Police Authority – to ensure that the Authority delivers its strategic aim of an efficient and effective police service</p>	<ul style="list-style-type: none"> - Development and implementation of a Member Development and Training Programme - Administrative support to Members - All aspects of committee support in ensuring agendas and papers are available to members in a timely and accurate manner - Dealing with FOI/DP Requests - Administrative support and Procedural Advice for Police Staff Appeals - Recruitment processes for Independent Members, Independent Custody Visitors, Lay Members of Misconduct Panels & Lay Member for Standards Committee - Administrative Support for Police Appeals - A reception service - Administrative support to the ICV Scheme - Media Service 	<ul style="list-style-type: none"> û Administration and payment of Members' Allowance Scheme û HR support for Police Staff Appeals û HR support and other associated employment matters for the Support Unit