

# HUMBERSIDE

POLICE AUTHORITY

## CORPORATE PLAN FOR THE GOVERNANCE OF THE HUMBERSIDE POLICE

*“securing outstanding policing for  
local people”*

**2011 revision**  
**June 2011**

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## FOREWORD

- 1.1 The financial challenges surrounding the global economic downturn combined with the new Coalition Government's radical reform agenda for public services, puts policing in a unique period in its history. One element is a fundamental change to the governance of policing.
- 1.2 The Police Reform and Social Responsibility Bill, if enacted, will see the abolition of Police Authorities in May 2012 and introduction of directly elected Police and Crime Commissioners.
- 1.3 The core purpose of the Police Authority is '**to secure outstanding policing for local people**'. As the role of the Police and Crime Commissioner is almost identical to that of the Police Authority, it will be assumed for planning purposes that this aspiration will remain constant.
- 1.4 The uncertainty surrounding the new policing landscape will require a flexible approach to planning. However, despite the lack of clarity over future governance arrangements the threat, risk and harm faced by local people may vary but will remain ever present. Humberside Police and its partners will continue to work hard to make communities safer and the change in governance must not hinder that effort.
- 1.5 This revision of the Police Authority's Corporate Plan will therefore enable the Authority to set the direction for the Force and enable effective governance and oversight of it into the medium term. In particular it will concentrate on maintaining and where possible improving existing arrangements, but also seek to secure a smooth, efficient and effective transfer to the Office of Commissioner.
- 1.6 Inevitably this will be a challenging period for members, officers and partners. Humberside Police Authority will not waiver from its duty to ensure that the public who live, work or visit the area receive the best possible service from Humberside Police. This plan provides the direction to follow and the Business Plan 2011/12 will provide the detail.

## 2. INTRODUCTION

2.1 The business planning arrangements for the Authority have remained constant for several years. Essentially, the Corporate Plan looks to the medium term and is revised each spring to take account of changes in the environment. From this, an annual business plan is developed which assigns actions to support delivery of the objectives set in the Corporate Plan.

2.2 During 2010/11 significant issues impacted upon the operation and future direction of both the Force and the Authority:

- In the spring of 2010, the Authority was the subject to its first inspection by Her Majesty's Inspectorate of Constabulary and Audit Commission, with findings published in June,
- In May the new Coalition Government was formed and their forward programme included the policy intent to replace Police Authorities with directly elected Commissioners,
- In June £1.8 million was removed from the in year revenue budget,
- In October the Comprehensive Spending Review confirmed the significant reduction in future funding, with the final two budgets to be set by Police Authorities, being 'front loaded',
- In December the Police Reform and Social Responsibility Bill was laid in parliament, with potential for Royal Assent in summer of 2011, resulting in Police Authorities being replaced with Police and Crime Commissioners in May 2012,
- In January 2011 Force and the Authority were inspected by HMIC on their preparedness to meet the challenges of the significant reduction in funding,
- In January 2011 the Joint Police Authorities Committee for Yorkshire and the Humber approved implementation of the first two collaboration projects to arise out of the Regional Efficiency and Productivity Strategy namely Scientific Support and Procurement.

2.3 Throughout 2010/11, members received regular briefings on both the political

and financial challenges affecting the Force and the Authority. New strategic aims for the Force, a revised Medium Term Financial Strategy and a substantial business change programme supported by the use of reserves have been agreed by members.

- 2.4 This revised Corporate Plan takes account of this environment and provides the direction for the development of both the Police Authority's Business Plan for 2011/12 and the transitional arrangements for the Office of Police and Crime Commissioner.

### **3. MISSION, VISION, VALUES AND INTENT**

3.1 The Police Authority's aspirations were agreed in March 2009 and have remained unaltered since. The Police Authority cannot require that this direction remains when under the responsibility of the Police and Crime Commissioner. However, as stated above, for planning purposes it is appropriate to assume the principle direction will remain constant.

#### ***Our vision:***

3.2 Humberside Police Authority will be recognised for securing outstanding policing for local people.

#### ***Our mission:***

3.3 We will achieve our vision on behalf of the public who live, work or visit the area by ensuring that:

- through effective scrutiny the Authority will ensure Humberside Police delivers an outstanding policing service, which meets the needs of the public, is cost effective and gives value for money.

#### ***Our values:***

3.4 We commit to:

- behaving with integrity,
- respecting and trusting our people,
- building public trust and confidence,
- working closely with our partners,
- streamlined and supportive processes and systems,
- taking pride in our performance.

#### ***Our intent***

3.5 To meet this commitment the Authority will need to be an outstanding organisation. Its intention is therefore to continuously improve until:

#### ***The public will:***

- feel very safe and truly believe that crime has significantly fallen through more offenders being brought to justice,

- be clear they can turn to the Authority when policing isn't good,
- have total confidence that the Authority actively listens and will robustly respond to public concerns about policing,
- have real confidence in the quality of local policing and that it gives real value for money,
- readily recognise the Authority as a separate entity and be able to distinguish and describe its unique role in delivering policing.

***Chief Officers will respect us for:***

- giving clear, focussed and appropriate strategic direction,
- providing robust evidence of what the public want and need,
- robustly scrutinising the areas of greatest risk / concern,
- providing the right level of resources,
- a strong and meaningful relationship with them that is built upon trust, respect and confidence,
- sincerely and consistently recognising & supporting sound improvements,
- standing 'tall' alongside them at the right time, for the right reason.

***Partners will value our involvement because we:***

- robustly influence and when necessary, change the direction of policing,
- offer real meaningful support through coordinating and facilitating debates on policing issues and sharing information with them
- robustly challenge, when necessary, both police force and partnership activities.

***HMIC, Audit Commission & Home Office officials would be confident that we:***

- effectively scrutinise and oversee the Force,
- ensure that the force remains efficient and effective and delivers outstanding productivity, representing real value for money,
- ensure the communities voice truly drives local policing priorities.

#### **4. ARE WE OUTSTANDING TODAY?**

- 4.1 In June 2010 the HMIC produced its findings on their inspection of the Humberside Police Authority and judged it to be 'performing adequately' when set against the performance criteria existing at that time. Improvement actions were agreed and built into the Authority's existing Business Plan.
- 4.2 In October 2010 the HMIC produced its findings on the first 22 inspections of Police Authorities. It judged that only four Authorities were performing well. The authors raised uncertainty as to whether Authorities would be able to meet the combined challenges of making tough decisions on spending reductions, while at the same time preparing for the smooth handover to the new governance arrangements.
- 4.3 At the member planning day on 12<sup>th</sup> January 2011 members considered the performance of the Authority against the HMIC findings. They recognised areas both of strength and in need of development including:

##### **Strengths**

- Strong and sustained improvements in performance,
- Sound financial position – good track record of driving / supporting business change e.g. BWFM, Choices
- Force's introduction of Integrated Business Management Model,
- Effective consultation and engagement – understanding public sentiment e.g. Citizen panel, 'big conversation',
- Scrutiny of performance through use of scorecards,
- Lead members have improved engagement and knowledge of the Force,
- Member seminars developing sense of team working,
- Development of Regional Efficiency and Productivity Strategy – e.g. Deloitte's report and to fast track projects for implementation,
- Good relationship with the Force,
- Flexibility and willingness to embrace change e.g. response to HMIC report 'Police Governance in Austerity'.

### **Areas for development**

- Understanding of the impact of Comprehensive Spending Review – budget reductions & subsequent business change,
- Abolition of Police Authority and introduction of Police and Crime Commissioner,
- Need a stronger more coherent vision (a compelling picture of the future),
- Authority needs an ‘engine’ – one place to bring strategic issues together to shape the future,
- Remit of the Authority too wide – cluttered committee agendas,
- Need to improve scrutiny over whether best value for money is secured,
- Need to make bigger impact by becoming more of a ‘pilot’ (concentrate on strategic issues, probe and challenge constructively) and have greater impact,
- Need to further improve cohesiveness of the Authority – sense of team,
- Lack of clarity / confidence in role of Chairs Coordination and Assurance Group – works against team of 17,
- Need more visible impact of regional work,
- Need to be clearer about information we require.

4.4 In response to the above, Members considered proposals to change the governance structure of the Authority. The detail surrounding this structural change will be referred to in section 7 below.

4.5 In summary, members assessed the Authority’s performance using the findings of the HMIC report as a benchmark and identified areas in need of development. The detail is highlighted above and will be referred to later in this plan and form the basis of actions to be developed in the Business Plan for 2011/12.

## 5. WHAT ARE THE CHALLENGES ALONG THE WAY?

### Environment

- 5.1 It is inevitable that the journey towards 'securing outstanding policing for local people' will be demanding, challenging and somewhat uncertain due to a whole series of issues. The following environmental assessment identifies some of the challenges to be faced by both the force and it's governing body:

#### **The global and national:**

- a global economic downturn and harsher financial environment,
- Government focus on debt reduction,
- Continuing need to invest in new capital programmes and spend to save initiatives,
- Coalition Government seeking to introduce fundamental change to all public services e.g. those impacting upon community safety,
- Home Secretary seeking continued reductions in crime,
- transition from Police Authorities to Police and Crime Commissioners,
- a continuing drive for collaboration with either public or private sector partners, with the potential for mandation by the Home Office,
- an increased requirement for greater efficiency and productivity,
- a need to improve public confidence and victim satisfaction in the face of all these challenges.

#### **Regional:**

- the gap in protective services,
- implementation of Regional Strategy for Efficiency and Productivity.

#### **Local:**

- downturn in the local economy including rising unemployment,
- increased potential for social instability in the light of economic downturn,
- the need for improved local accountability, including the introduction of Police and Crime Commissioners and Local Authority led Police and Crime Panels,

- Police and Crime Commissioners increased role in leading partnership working, including commissioning activity and holding the existing Local Authority Community safety funding,
- Reducing budget and consequent business change.

5.2 In addition there are a number of key risks to the both the Force and the Authority, which if not managed properly could impact on their combined ability to deliver and secure outstanding policing. The management of Force risks is overseen within the Integrated Business Management model. The newly formed Business Development Committee will oversee the management of strategic risks faced by both the Force and Authority. Currently there are 16 strategic risks on the Force register, none of which have been assessed as high, with 9 assessed as medium.

5.3 The Force high level risks currently being managed are:

- Vetting & barring,
- Confidence and satisfaction,
- Honour based violence,
- Public protection,
- PCSO funding,
- Flooding,
- Olympics 2012,
- Hi tech crime,
- HOLMES (1 & 2),
- Financial planning,
- Industrial action (internal)
- Industrial action (external),
- Detective inspectors,
- Police and Crime Commissioners,
- Clough Road project,
- Industrial relations,
- Forensic Science Service wind down.

5.4 The risks currently being managed by the Authority are:

- Public expectations e.g. impact of the CSR 2015 savings plan,
- Failure to achieve budget by 2015,
- Risk management arrangements,
- Transition to the Office of Commissioner,
- Impact of Coalition Government policies.

5.5 The above sets out future challenges and risks at national regional and local levels. This Corporate Plan takes account of them by shaping its priorities, objectives or actions.

## 6. STRATEGIC PRIORITIES AND OBJECTIVES

6.1 The Authority has set the strategic aims for the Humberside Police for the next four years (subject to revision by the Police and Crime Commissioner) to:

- improve local trust, confidence and overall satisfaction,
- reduce anti social behaviour,
- reduce levels of local crime,
- deliver improved performance through the best use of resources,
- to maximise the capability to respond to regional and national threats.

6.2 The HMIC report 'Police Governance in Austerity' provides an indication of the priorities for Police Authorities in the medium term namely setting strategic direction; setting an effective affordable medium term financial plan; understanding public sentiment; overseeing business arrangements with public or private sector partners; probing costs and alternatives that offer better value for money. It also judged that these 'are likely to remain pertinent considering future governance arrangements'.

6.3 The existing strategic priorities of the Authority are consistent with those set for the Force and the direction indicated by HMIC and therefore do not require any revision:

**Priority one:** to **set the strategic direction** of the Authority and the Force and ensure they have appropriate leadership and management to secure and deliver outstanding policing.

**Priority two:** to **actively engage and respond appropriately** with local communities, to inspire confidence in local policing,

**Priority three:** to **ensure robust oversight and scrutiny** of the performance of the Force to ensure it delivers outstanding policing,

**Priority four:** to ensure the Force and Authority resources are used in a way which derives **best value for money**,

**Priority five:** to **collaborate with partnerships, Police Authorities, Forces and agencies** to secure both desired outcomes for communities and maximise efficiencies,

6.4 The following section describes the operating framework of the Authority, which ensures sustained sound performance against each of the strategic objectives can be achieved. The section thereafter will set out specific areas in need of development or improvement.

## 7. OPERATING FRAMEWORK

### Strategies, Practices and Resources

7.1 The core strategies, practices and arrangements the Authority has in place to ***secure outstanding policing for local people*** are:

#### **Priority one: setting strategic direction:**

- Strong leadership through defined roles and active direction by Chair of the Authority, Chairs of its standing committees, Chief Executive and senior members of the secretariat,
- Productive working relationship with the Force,
- Business planning process from which the Authority's Corporate Plan is revised,
- Annual Business Plan for the Authority with detailed development actions,
- Priority and target setting process leading to Strategic Policing Plan for the Force,
- Monitoring of Force complaints,
- Combined Equalities Scheme,
- Risk Management Strategy,
- Annual Governance Statement,
- Governance framework,
- Senior managers continually developing governance arrangements, members capability and committee arrangements,
- Driving improvements in the workforce,
- Human Resources adviser for the Authority,
- Member and officer induction, training & development plans,
- Appointment process for Chief Officers, member and Authority staff.

#### **Priority two: active engagement and response to local communities,**

- Senior manager leading the Communities and Partnership agenda,
- Consultation and Engagement strategy incorporating Citizen panel and associated surveys,

- Public Communications Strategy,
  - Community profiling of all communities,
  - Support for continued engagement of neighbourhood watch,
  - 'In house' media and public relations capability,
  - Equality Impact Assessments,
  - Independent custody and animal welfare visitors.
- **Priority three: robust oversight and scrutiny**
  - Senior manager advising the Authority on performance management,
  - Performance and oversight embedded throughout all committees using scorecards as the basic foundation,
  - Lead members responsibilities linked to Business Plans,
  - Scrutiny process, including use of Mystery Shoppers.

**Priority four: ensure best value,**

- Treasurer,
- Established Medium Term Financial Strategy,
- Budget / Precept Setting,
- Robust budget monitoring,
- Value for money strategy with Force / Authority working party,
- Treasury Management Strategy,
- Internal Audit plan,

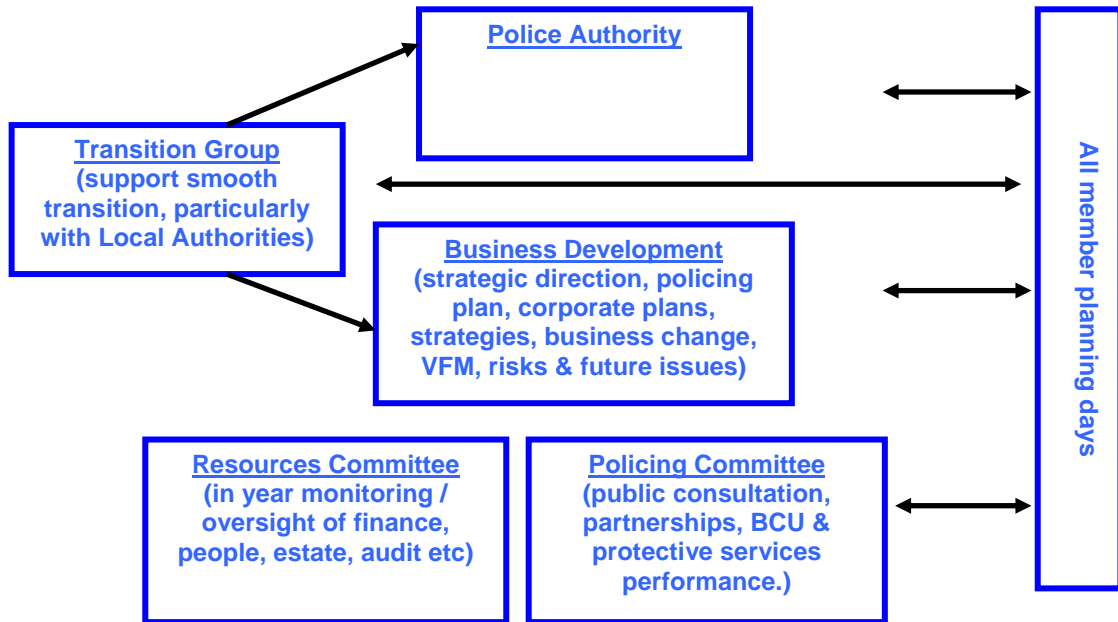
**Priority five: collaborate and work jointly**

- Partnership Strategy,
- Regional Efficiency and Productivity Strategy,
- Members of JPAC influencing direction of regional collaboration,
- Local Community Safety Scrutiny committees,

**Organisational structure**

- 7.2 The Committee structure and alignment of secretariat staff provides the foundation for the operating framework of the Authority. This was revised in

March 2011 after member consideration in the autumn of 2010, as a consequence of publication of the HMIC report Police Governance in Austerity and the Police Reform and Social Responsibility Bill:



7.3 The above provides an overview of the operating framework of the Authority, outlining its strategies, practices, arrangements and organisational structure.

7.4 As the Authority's ambition is to be outstanding, its business planning process continually identifies areas in need of improvement. These development needs are shown in the following section, under the heading of the five strategic priorities. The development objectives under each priority are those extracted from the previous HMIC inspection framework, but those which focus upon the emerging issues in the recent HMIC report Police Governance in Austerity.

8. **PRIORITY ONE:** to **set the strategic direction** of the Authority and the Force and ensure they have appropriate leadership and management to secure and deliver outstanding policing.

<b>Development Objective 1:</b>	That members are assured that the Corporate Plans or arrangements of both the Force & Authority support achievement of the Strategic Policing Plan.
<b>Development Objective 2:</b>	That members are assured that the leadership and management improvements within the Force People Strategy, will enable improved outcomes within the Strategic Policing Plan.
<b>Development Objective 3:</b>	That members are assured that the 'CSR 2015' savings plans do not impact negatively upon delivery of the Strategic Policing Plan
<b>Development Objective 4:</b>	That members evaluate the risk management arrangements [following receipt of internal audit's findings] and implement recommendations to further improve the arrangements.
<b>Development objective 5:</b>	That the Authority ensures a smooth and effective transition to the Office of Commissioner

### **Background**

- 8.1 The Authority agreed new aims in the Strategic Policing Plan 2011 – 2015 at the Police Authority meeting in March 2011, along with the priorities for focus in year 1 [2011/12].
- 8.2 A medium term financial strategy and 2011/12 budget both support delivery of the Policing Plan and they take account of the financial challenges flowing from the grant reductions following the Comprehensive Spending Review.
- 8.3 Members will need to seek assurance that the Force's business arrangements actively consider how the aims within the Strategic Policing Plan are to be achieved over the next four years. This assurance needs to include explicit consideration of the improvements in leadership and management as defined within the People Strategy.
- 8.4 A plan to deal with budget reductions required during the life of the newly agreed Strategic Policing Plan has been developed under the banner heading 'CSR 2015' savings plan. For each element of 'CSR 2015' savings plan a review will be commissioned to enable decisions to be made with regard to implementation. This process will be facilitated through the Force Integrated Business Management model.
- 8.5 The Authority will be a key part of that decision making process and has recently aligned its governance role to improve its oversight of this planning process.

- 8.6 As a consequence of the 'CSR 2015' savings plan, there will be significant business change to the force. Oversight of this change will be a key responsibility for the Authority, particularly the inevitable impact in terms of the workforce strategy.
- 8.7 The Authority awaits findings of an internal audit of the arrangements for risk management, following which improvements will be shaped and implemented.
- 8.8 The Police and Social Responsibility Bill could receive Royal Assent by the summer of 2011, thereby requiring detailed plans to introduce the Office of Commissioner by May 2012. The newly formed Transition Oversight Board will support the Chief Executive in developing proposals.

9. **PRIORITY TWO:** to **actively engage and respond appropriately** with local communities, to inspire confidence in local policing,

<b><i>Development Objective 1:</i></b>	That the Authority feedbacks to the public how they influenced the direction of future business change and how the strategic aims seek to meet their needs.
<b><i>Development Objective 2:</i></b>	The Authority seeks to reassure the public that it will ensure a smooth transition to the Police and Crime Commissioner and will continue to support and promote the priorities identified through our consultation with local people”
<b><i>Development Objective 3:</i></b>	That the Authority researches the potential to enhance public engagement through the promotion of crime mapping and beat meetings and implement a pilot(s) to prove the worth of this concept.

### **Background**

- 9.1 The Authority’s communication and consultation strategies and arrangements have continued to deliver sound products that have developed during the past year. In particular the Authority has utilised the Citizen Panel to support the work around meeting the challenge of the Comprehensive Spending Review and developed an in house capability for media relations.
- 9.2 There is a need to maintain the ‘conversation’ with local people to reassure them that their views have influenced planning and that the new strategic aims of the Force seek to respond to their concerns.
- 9.3 Part of this conversation may need to include reassurance that the move to Police and Crime Commissioners will be smooth and not harm local policing.
- 9.4 It is believed that the current communication and consultation arrangements are substantial and robust and provide a platform upon which to further develop the capability for use by the Police and Crime Commissioner.
- 9.5 The recent development of crime maps by the Home Office and the intention to further embed beat meetings, presents the opportunity for the Authority to work with the Force to develop this engagement ‘tool’. Rather than implement a Force wide system, it may prove beneficial to introduce pilot(s) to prove the concept before a wider launch to local communities.

10. **PRIORITY THREE:** to **ensure robust oversight and scrutiny** of the performance of the Force to ensure it delivers outstanding policing,

<b>Development Objective 1:</b>	That the Authority monitors and scrutinises delivery of the decisions and plans already agreed (CSR 2015 savings plan), as well as performance of the Force against the Policing Plan priorities.
<b>Development Objective 2:</b>	That the Authority conducts a review of performance of the Authority and the Force in relation to the HMIC risk assessment of 'protective services' e.g. major crime, serious organised crime etc.

### **Background**

- 10.1 The Authority in consultation with the Force set the strategic direction, agreed the budget and have plans to achieve the budget reductions through the 'CSR 2015' savings plan. As stated above the strategic direction and plans will be reviewed and revised continually to take account of changes in the environment.
- 10.2 However, due to the scale of change agreed, there is a need to ensure robust oversight of delivery of decisions already made. Any deviation from the intended direction could have a significant impact upon the financial and workforce planning. Furthermore any negative unintended consequences to performance of the Force, needs to be swiftly identified by the Authority.
- 10.3 The Authority's oversight and scrutiny arrangements, places members in a strong position to effectively oversee delivery. The revised committee structure separates strategic direction (Business Development Committee) from delivery (Resources and Policing Committees). The continued use of the core elements of the current arrangements will remain constant e.g. scorecards, lead members.
- 10.4 In view of the forthcoming HMIC inspection into protective services (autumn 2011) members need to be understand the adequacy of current performance against the inspection framework.

11. **PRIORITY FOUR:** to ensure the Force and Authority resources are used in a way which secures **best value for money**.

<b>Development Objective 1:</b>	That the Force use of resources provides best value when set against known benchmarks e.g HMIC VFM profiles.
<b>Development Objective 2:</b>	That the authority ensures that the Forces use of resources reflects supply and demand profiles.
<b>Development Objective 3:</b>	That the Authority ensures that alternative ways of working that offer better value for money are considered.

### Background

- 11.1 Existing work streams associated with both 'CSR 2015' savings plan (including BWFM and Choices) and the Regional Efficiency and Productivity Strategy seek to ensure best value for local people. The Authority is confident in the existing arrangements and the challenge is now to monitor both delivery of the plans and their impact upon performance.
- 11.2 The recent speech by Nick Herbert MP, Minister of State for Policing and Criminal Justice to the Cityforum argued for a 'fundamental re-design' of policing. He stated that "the core challenge is to reduce costs while maintaining and indeed improving public services". His focus was on making savings in 'non frontline functions'.
- 11.3 The elements he set out for 'a new approach' being: transparent and comparative data (HMIC profiles); pay and conditions of service (Winsor and Hutton Reviews); Procurement of goods, services and IS (including national arrangements for police IT); Collaboration (not quick enough, need common business approaches); support for Forces (e.g. Quest); Private sector support (e.g. outsourcing).
- 11.4 Therefore the development the Authority needs to make is in two parts. First to ensure the existing work streams deliver value for money when set against comparative data e.g. HMIC VFM profiles. Second that the Authority, in consultation with the Force identifies a clear way forward for securing even greater value for money for local people. Whether it be alternative ways of working, enhanced collaborative effort regionally / locally or seeking enhanced productivity through process improvement and spend to save and capital investment.

- 12. PRIORITY FIVE:** to **collaborate and work jointly with partnerships, Police Authorities, Forces and agencies** to secure both desired outcomes for communities and maximise efficiencies,

<b>Development Objective 1:</b>	That the Authority continues to work with Community Safety Partnerships and Local Criminal Justice Board to assess and minimise the negative impact of CSR reductions.
<b>Development Objective 2:</b>	That the Authority continues to probe the reduction in threat, harm and risk faced by local people from serious and organised crime achieved as a consequence of regional policing activity.
<b>Development Objective 3:</b>	That the Authority determines the scope, scale and timing of delivering saving targets through collaboration.

### **Background**

- 12.1 Local and regional partnership activity has developed incrementally. The arrival of the Coalition Government and its focus upon debt reduction and the comprehensive Spending Review and grant settlement brings new dimensions to this activity namely the impact of budget reductions and the potential changes to the partnership landscape.
- 12.2 The consequence of budget reductions has been increased uncertainty for the future of partnership activity. An early example being the arrangements to support neighbourhood watch groups. In addition at a regional level the change brought about a potential to speed up the collaborative work so that savings could be secured sooner than originally intended (as referred to under priority four).
- 12.3 The election of Police and Crime Commissioners brings with it a government policy intention for this to be an opportunity for “the local delivery landscape for crime prevention and community safety is de-cluttered”. In support of this aim, the majority of central government funding for crime and community safety programmes will be devolved to commissioners.
- 12.4 The aforementioned speech to the Cityforum by Nick Herbert MP, Minister of State for Policing and Criminal Justice gave notice of the need for a “step change in collaboration between Forces” particularly in terms of “middle and back office”.
- 12.5 Therefore the core developments in this area are in two parts. First the need to assess the local partnership landscape to identify opportunities to achieve improved outcomes for local people. Secondly to secure greater clarity over the speed and scope of savings to be delivered through regional and local collaboration.

### **13. OVERSIGHT OF DELIVERY OF THE CORPORATE PLAN**

13.1 Progress against the Corporate Plan requires regular monitoring to ensure actions are being taken, amendments are made as required and to ensure consistent ownership and understanding prevails.

13.2 To achieve proportionate oversight, ongoing monitoring will be undertaken as required in the following ways:

- through lead members and member planning events,
- at Senior Management Team meetings,
- through Business Development Committee,
- Chief Executive and Chair to undertake continual monitoring.