

	Group	Group Issues	Possibilities	Action	Who	When	Status	Commentary
1	Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	A consultation programme for 2010/11	Agree Consultation Programme 2010/11	R Swinfield R Swinfield	 30-Sep	Completed 21 Jan Not started	27-Mar: Does this need to be reviewed ? 13-Apr: Agreed that it should be reviewed after new strategy prepared by 31-Jul
2	Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	A strengthened medium term Engagement Strategy (2 + 16)	Develop Engagement Strategy 2010-13. (n.b. diverse communities & most vulnerable groups (17))	R Swinfield / Team	31-Aug	Not started	
3	Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	Services that are fully accessible to all our communities, by improved use of available data to better understand the impact of policing on local communities (19)	Examine all data available, consider relevance, re-map as necessary	C Smith / Team	31-May	In progress	30-Mar: S Fraser / S Hoare asked to record all existing consultation & engagement arrangements by PA, force, and partners 29 Apr: CS met with G Feavoyour – GF providing detail on force activity 01-Jun: CS met with R Keenan who supplied details of force partnership structure 09-Jun: Discussions 9 and 10 started

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4	Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	Greater consistency in PA influence at CDRPs (20)	Risk assess our approach to partnerships & concentrate effort in the areas of greatest risk	B Rhodes / B Roper		Aborted	13-Apr: Now subsumed within action 5 18 below 09-Jun: Discussion 9 started
5	Core Business Group	Engagement & consultation (incl. community engagement & partnerships)		Provide regular feedback about CDRP proficiency (the 6 bullets)	All Members / S Hoare	Completed	Merged with Action 7	22 Apr: Sarah producing bundle of docs for review by CS. 02-Jun: Now merged with Action 7
6	Core Business Group	Engagement & consultation (incl. community engagement & partnerships)		Include issue of Member interaction in new Business Plan	R Swinfield	31-Dec	Not started	
7	Core Business Group	Engagement & consultation (incl. community engagement & partnerships)	Effective working with Local Strategic Partnerships, businesses and voluntary organisations	Discuss opportunities	Team	30-Sep	In progress	09-Jun: Discussion 9 started
8	Core Business Group	Communication	A communications strategy that will address the critical incidents issue	Prepare a strategy	R Swinfield / Better Times	31-Jul	Not started	

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9	Core Business Group	Development of Policing Plan (incl. setting strategic direction)	Effective strategic oversight of Policing Plan and policing priorities (1)	Make PA fingerprint visible on targets & local objectives. Prepare for production of Policing Plan 2011-12	T Render / Performance Panel T Render / C Smith / R Swinfield	31-Mar	Completed Merged with Action 10	23-Mar: F&GP noted that on target to be completed by 31 Mar – targets for 2010/11 agreed by F&GP. 20 Apr: First meeting TR / CS 05 May: Discussion 4 started 18 May: Now merged with Action 10
10	Core Business Group	Development of Policing Plan (incl. setting strategic direction)	“a better understanding of the risks & threats to policing in order to make informed decisions about the long term direction of the force & about priorities that reflect community concerns” (Learning Lessons)	Revise strategic planning process so PA has coherent approach embedded, aligned to new Business Plan, incl. robust analysis to inform objectives and targets (3)	T Render / C Smith	30-Sep	Under discussion	20 Apr: First meeting TR / CS 05 May: Discussion 4 started 18 May: Offer from COG (incl. new CC) to meet on strategic business planning accepted.

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11	Core Business Group	Data analysis & performance management	Specific measurable outcomes in order to test the governance and delivery of the Policing Pledge (5)	Include in monitoring report to PA on 27 Apr	R Swinfield	27-Apr tbc	In progress Under discussion	27 Apr: Paper to Police Authority 03 May: Discussion 1 started by Adrienne – document 020 refers – see also Action 18
12	Core Business Group	Data analysis & performance management		Weave process for review of Pledge and action plan into new Business Plan	R Swinfield	31-Dec	Not started	
13	Core Business Group	Data analysis & performance management	Systematic robust challenge to hold the CC to account for the delivery of objectives, priorities and quality outcomes (6), incl. more effective scrutiny (7 + 15)	Review NPIA report (Document 013)	C Smith	31-May	Complete	21-May: Discussion 7 started 31-May: Members consider no further NPIA support should be commissioned

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14	Core Business Group	Data analysis & performance management		Provide Member training (7)	L Salmon / NPIA		In progress	<p>25-Feb: NPIA seminar attended by 12 Members</p> <p>29-Mar: Email from Paul Brown expressing concern about 6 day time commitment for "Can you Manage It?" – Robert & Chris discussed offering daily payment as in the case of APA training.</p> <p>13-Apr: Training suspended pending further discussion.</p> <p>27 Apr: Members indicated preference for max. 3 days training – Louise negotiating direct with trainer</p>
15	Core Business Group	Data analysis & performance management	Stretch targets so as to effectively monitor how the Force will deliver its "Second to None" vision (8)	Set targets	T Render / Performance Panel	31-Mar	Completed	23-Mar: FGP Committee approved targets
16	Core Business Group	Data analysis & performance management	A mechanism to track the most significant critical incidents (10 + 11)	Present review of new approach to PA on 28 Jun	R Swinfield	28-Jun	Not started	
17	Core Business Group	Data analysis & performance management		Check improvement as a result of new approach	R Swinfield	31-Mar-11	Not started	

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18	Core Business Group	Data analysis & performance management	Stronger PA analysis of issues that most improve public confidence in policing (18)	Take forward a programme of work to address this issue	B Roper / S Hill / W Martin / D Prince	tbc	Under discussion	17-Mar: Meeting of the 5 Members. 13-Apr: Decision to continue this sub-group – note of 17 March meeting uploaded as document 004 05 May: Discussion 2 started 18-May: Group to meet with Adrienne Roberts
19	Core Business Group	General	Taking advantage of “Learning Lessons” overview published March 2010 <i>“The best performers devote their time ruthlessly to key strategic priorities”</i> <i>“PAs can do more to increase the effectiveness of their own executive office and better align resources to need”</i>	Review examples on Inspectors’ websites	C Smith	31-May	Completed	31-May: Issues raised will be embedded in final solution

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20	Core Business Group	General		Examine "Met Forward" on Metropolitan PA website	C Smith	31-May	Complete	31-May: A useful read in the context of our own development task, especially Met Partners and Met Comment. See www.mpa.gov.uk/publications/metforward
21	Core Business Group	General		Review Wiltshire PA role in Local Stop Watch Committee	C Smith	31-May	In progress	
22	Core Business Group	General		Review Lancashire PA arrangements for overseeing performance data (Case Study 1)	C Smith	31-May	Completed	31-May: Will be incorporated in discussion on performance management.
23	Core Business Group	General		Review Avon & Somerset PA role in partnerships (Case Study 2)	C Smith	31-May	Completed	31-May: Will be incorporated in discussion on partnership working in Leicestershire

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24	Core Business Group	General		Review Gwent PA role in efficiency savings (Case Study 3 – Staying Ahead Review)	C Smith	31-May	Completed	31-May: Mirrors the SFPG and Savings Team approach in Leicestershire
25	SFPG	Value for Money	Effective scrutiny of the impact of additional investment in protective services (9)	Commission benefits realisation work from RSM Tenon	C Smith	31-Mar	In progress	18-Mar: Report awaited 31-May: Report to be submitted to next Audit Committee
26	SFPG	Value for Money	A robust approach to performance and financial efficiency setting (23)	Research best practice amongst other police authorities, enlisting the help of external auditors	C Smith	Ongoing	In progress	18-Mar: Meeting arranged with PwC
27	SFPG	Value for Money		Review the internal audit programme so as to add focus to vfm	C Smith	31-May	In progress	18-Mar: Audit Committee agreed programme with space for vfm – suggestions identified and offered to regional Treasurers 14-Jun: Meeting with RSM Tenon
28	SFPG	Value for Money		Engage in a robust way with the Force in the re-engineering process	C Smith	Ongoing	Ongoing	18-Mar: SFPG now has a planned monthly agenda. Discussion 6 acts as a forum for SFPG members.

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29	SFPG	Value for Money		<p>Consider what further resources might be available to assist</p> <p>(a) Review the HO "High Level Working Group Report on Police Value for Money"</p> <p>(b) Review the HO report "Understanding Overtime in the Police Service"</p> <p>(c) Review the Home Affairs Committee report "Police Service Strength" (Document 017)</p>	C Smith	31-May	Completed	<p>(a) Much of the content still relevant under the new government. Embedded in the work of SFPG and Savings Team</p> <p>(b) Reviewed and passed to Savings Team</p> <p>(c) Effectively overtaken by change of government</p>
30	SFPG	Value for Money	A testing of the financial benefits of regional collaboration (21 + 24)	Apply a comprehensive, robust benefits realisation appraisal to regional collaboration	C Smith	30-Sep	In progress	<p>18-Mar: included as a regional thematic review in the internal audit plan</p> <p>25-Mar: SFPG received paper on sub-regional collaboration – to be continued.</p> <p>18-May: Business cases on sub-regional collaboration being prepared</p>

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31	SFPG	Value for Money	Reality checking of reported improvements from productivity initiatives (22)	Introduce an approach that produces formally a benefits realisation appraisal after a suitable period	R Swinfield / C Smith	31-Jul	Completed	25-Mar: Now part of standard SFPG agenda for financial initiatives – template agreed & adopted
32	SFPG	Value for Money		Introduce a process to consider and prioritise how to address a “hot pursuit” of other issues and initiatives that arise from time to time	R Swinfield / C Smith	31-Jul	In progress	
33	SFPG	Value for Money		Embed “hot pursuit” in new Business Plan	R Swinfield	31-Dec	Not started	
34	SFPG	Value for Money	Robust testing and challenge of the benefits flowing from policing investment and initiatives (25)		C Smith	31-Mar	Completed	25-Mar: Now part of standard SFPG agenda – template agreed & adopted

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35	Workforce Productivity Group	Workforce planning	Preparation for the "Working for the Public" inspection later this year	Review regional thematic report outcomes (see vfm) Review vfm profiles Review the Home Affairs Committee report "Police Service Strength"	C Smith / Audit Ctte / Di Newton C Smith / SFPG C Smith	31-May 31-May 31-May	In progress / Under discussion In progress In progress	22-Apr: First draft of self-assessment prepared with Force (R Mollett) 12-May: Discussion 5 started 20-May: Thematic report to Audit Ctte – copied to HR Director for comment on areas of good practice
36	Workforce Productivity Group	Diversity	More attention to the recruitment, promotion and retention of Black and Minority Ethnic (BME) officers (4)	Engage with internal and external stakeholders	P Brown / U Dholakia / D Newton	Ongoing	Under discussion	22-Feb: Meeting between the three – note of meeting awaited 05 May: Discussion 3 started

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37	Workforce Productivity Group	Diversity		Examine the recruitment, promotion and retention policy	R Swinfield / A Perry	Ongoing	In progress	25-Feb: HR Committee considered these issues in the context of HR Plans for 2009/10 and 2010/11 – the recruitment freeze is having an impact on performance
38	Workforce Productivity Group	Diversity		Build mechanisms into the new Business Plan	R Swinfield	31-Dec	Not started	
39	Governance Development Group	Committee structure	Statutory committees only with more frequent PA meetings OR Streamlined committee structure	Determine statutory requirements Check models in existence elsewhere Consider relevance of “SFPG” model Consider relevance of MDDs Recommend	Team	31-Mar 31-Oct 31-Oct 31-Oct	Completed Not started Not started Not started	01-Apr: Standards Cttee is the only statutory, although Audit highly recommended. 27-Apr: PA decision to Community Consultation Committee, increase use of LPA Circulars, amend agenda structures to include “consent” section.

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				and agree new structure				
40	Governance Development Group	Agendas, Reports, Minutes	Action only reports Replace "to note" reports with a system of information dissemination Action points instead of lengthy minutes Audio recordings of meetings	Consider options	Team	31-Oct	Not started	
41	Governance Development Group	Members' Roles	Lead roles for members	Consider member (lead) roles Consider future of allowances scheme	Team Team	31-Oct 31-Oct	Not started Not started	

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42	Governance Development Group	Member Information	Improvements to information circulars?	Consider adequacy of existing arrangements	Team	31-Oct	Not started	
			Improvements to Newsletter?					
			Electronic information	Consider options for electronic communication	Team	30-Nov	Not started	
43	Governance Development Group	Secretariat Structure	Existing establishment OR Enhanced establishment OR Commissioning organisation	Consider options	Team	31-Dec	Not started	
44	Governance Development Group	Wider Governance Issues	Improved governance				For information	21-Mar: NHS document "Principles of Good Governance" provided by D Prince – logged as Document 022
45	Core Business Group	Independence from Force	Separate server	Consider	Team / Force	30-Nov	Not started	
46	Core Business Group	IT facilities for Members	Remote access	Consider	Team / Force	30-Nov	Not started	

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47	Core Business Group	Electronic communication between Members and between Members and secretariat	Discussion groups	Consider	Team / Force	30-Nov	Not started	