

Leadership & capacity

Does the police authority working with the force have the leadership, capacity & capability needed to promote service improvement & support the delivery of priorities?

The police authority demonstrates that it:

- has **skills, capacity & capability** to respond to changing circumstances & challenges
- creates a **positive working relationship with the force & its key partners**
- effectively **shapes its own leadership & that of the force**
- promotes **equality, diversity & good people management**
- ensures an **effective workforce** & develops future police leaders
- ensures the force sets high standards of **professional & ethical behaviour**, & **complaints are dealt with** appropriately
- leads or contributes to **policing developments at national & regional levels**
- utilises members' skills & expertise to perform the **scrutiny role effectively**

Performance monitoring

How effective is the police authority in ensuring the force delivers the priority services, outcomes & improvements that are important to local people?

The police authority demonstrates that it:

- has a rigorous approach to **performance monitoring & scrutiny**, using data to **monitor performance** & tackle under performance
- holds the **Chief Constable to account** for delivery of objectives
- **makes a difference** to securing the delivery of priority outcomes
- ensures the force's **deployment decisions** reflect supply & demand profiles
- has a **clear focus on VfM**, ensuring the alignment of resources to priorities & targets
- Focuses on **continuous improvement**, drawing on self-review, peer, external challenge & benchmarking
- ensures that **risk management is aligned** to financial management, service planning & performance outcomes in the force & its own services

Achievements through partnership

How effective is the police authority in ensuring the force delivers the priority services, outcomes & improvements that are important to local people?

The police authority demonstrates that it:

- **engages & consults with the community** effectively to determine priorities, strategic objectives & monitor outcomes
- responds to concerns & issues, ensuring **community's influence** is reflected in authority & force decision-making
- raises its **public profile, promoting awareness** of its role with citizens, stakeholders & the police family
- **leads & influences key partners** in delivering local policing & community safety priorities (eg CDRP, LSP & LCJB)
- ensures **collaboration to improve effectiveness**
- strives to be **representative** of the communities it serves
- ensures that local policing services are **accessible** to all communities including from diverse & hard to reach groups