



Police Authority Inspection

Introducing the performance characteristics for each assessment theme

Our [Police Authority Inspection framework](#)¹ sets out the assessment themes, key questions and assessment criteria that will be used in police authority inspections. There are four assessment themes:

1. Setting strategic direction and priorities.
2. Scrutinising performance outcomes.
3. Achieving results through community engagement and partnerships.
4. Ensuring value for money and productivity.

The assessment themes, key questions and criteria are applicable equally to all police authorities. This will ensure consistency, demonstrating that all police authorities are treated in the same way, and to the same standards.

Each assessment theme and criteria are supported by performance characteristics at levels 1 to 4, detailed below. The objective of the performance characteristics is to guide the inspection team's professional judgements and scoring across the assessment themes, key questions and criteria.

The performance characteristics provide guidance for our inspection teams. We have made the characteristics available to police authorities to facilitate open and transparent discussions between inspection teams and police authorities.

The characteristics are indicative of differing levels of expected performance and have been based on good practice standards and professional guidance where available. They will help police authorities understand how judgements will be formed against each assessment theme. They provide examples of the type of arrangements, outputs and outcomes that might be expected.

However, they do not prescribe the only way in which police authorities can meet the assessment criteria. **The characteristics are not a checklist to be complied with rigidly and in all circumstances.** Inspection teams will make a rounded professional judgement against each assessment theme, key questions and criteria based on all the evidence available to them during the inspection, taking account of local context and using the characteristics as guide.

¹ Police Authority Inspection: *Joint Audit Commission and Her Majesty's Inspectorate of Constabulary Police Authority Inspection Framework*, Audit Commission and H M Inspectorate of Constabulary, July 2009

Scoring framework

We will score each assessment theme separately on a scale of 1 to 4 and combine these into an overall score. The table below summarises what we expect to see at police authorities that are performing either adequately, well or excellently.

We have not described performance at level 1, as this represents a failure to meet the expectations of level 2 performance, described as ‘performing adequately’.

Score	
<p>Level 2</p> <p>Police authority meets most of the minimum requirements for this theme with some exceptions – performs adequately</p>	<p>An adequate performing police authority can demonstrate that it has, for example:</p> <ul style="list-style-type: none"> • good governance; • commitment to partnerships; • understanding needs of diverse, hard to reach and vulnerable groups; • appropriate capacity and skills of police authority members and officers, informed by priorities and supporting action plans; and • understanding and achievement of value for money
<p>Level 3</p> <p>Police authority exceeds minimum requirements – performs well</p>	<p>A well performing police authority can demonstrate that it has, for example:</p> <ul style="list-style-type: none"> • the leadership capacity and capability to ensure both it and the force can deliver good quality services; • effective scrutiny of force performance and levels of delivery; and • ensured that the force delivers value for money and secures a good deal for the public.
<p>Level 4</p> <p>Police authority significantly exceeds minimum requirements- performs excellently</p>	<p>An excellent performing police authority can demonstrate that it has, for example:</p> <ul style="list-style-type: none"> • innovation or beacon practice which is recognised nationally or regionally; • excellent policing and community safety outcomes, including thorough scrutiny, strategic direction and partnership working; • strong and consistent focus on ensuring the force delivers outcomes and improvements that matter to local people, including from diverse, hard to reach and vulnerable groups; and • excellent and improved value for money



Setting strategic direction and priorities

How does the Police Authority (PA) ensure that both it and the force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?

	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>1.1 The Police Authority (PA) sets clear and ambitious priorities for policing in its area.</p>	<p>Leadership and influence of the PA is evident across senior levels of the force and PA staff. There is evidence of PA influence in the priority setting process.</p> <p>The PA sets stretching targets with effective monitoring arrangements in place. There is evidence of adjustment of targets during the year.</p> <p>Clear identification of PA role in setting the strategic direction of the force. Good evidence of 'sign off' and that the PA leads the process.</p>	<p>Leadership and influence of the PA is demonstrable, visible and recognised by PA staff and the force. There is good evidence of PA leadership and influence in the priority setting process and outcomes.</p> <p>The PA sets stretching and realistic targets linked to force objectives, with good monitoring arrangements. There is good evidence that the PA understands and undertakes assessment of progress.</p> <p>The PA works closely with the force in setting the strategic direction, a joint approach. There is evidence of challenge by the PA that affects outcomes.</p>	<p>The leadership and influence of the PA is clear, visible and recognised by PA staff and the force. This leadership and influence is excellent and there is comprehensive evidence of the PA influence in the ambitious priorities that have been set across all relevant policies and plans.</p> <p>The PA has a vision clearly defined within strategies that are underpinned by objectives and milestones. The PA sets demanding targets for the force which are the subject of robust monitoring and adjustment. Strong outcomes are being delivered as a result.</p> <p>The PA leads in setting the strategic direction of the force. This is articulated within the policing plan and PA business plan and supported by clear evidence that the authority is firmly driving the process.</p>

	<p>Decision-making processes are consistently applied, with consideration shown of threat and risk.</p> <p>Community engagement and consultation strategies in place and integrated within core policies and plans.</p>	<p>Sound decision-making processes are in place. Assessment of threat and risk is fully developed and inward facing.</p> <p>Community engagement and consultation have been factored in to core policies and plans, such as business, financial and workforce planning.</p>	<p>Excellent decision-making processes are in place, accurately recorded and transparent. A clear rationale is employed and includes assessment of threat and risk that transcends force boundaries.</p> <p>Core policies and plans, such as business, financial and workforce planning are aligned with community engagement and consultation strategies. The PA has an excellent understanding that improving policing for the community is the required outcome and strong evidence that it is being delivered.</p>
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>1.2 The Police Authority (PA) plans effectively for longer term strategic challenges at local, regional and national levels.</p>	<p>Consideration is given to the full range of local, regional, national or global issues. Evidence of application of a threat and risk assessment model.</p> <p>The PA has the capability to understand and plan for longer term future challenges. The PA has a</p>	<p>Key decisions by the PA are informed by full threat and risk assessments that capture local, regional, national and global issues.</p> <p>The PA can articulate how longer term strategic challenges have been identified and action taken to address</p>	<p>The PA understands and responds to local, regional, national and global issues that impact upon their business. Environmental scanning is in place and regional and national assessments are used to identify the significance to the PA and force of known and foreseeable risks. The PA is recognised nationally as a leader in this respect.</p> <p>Plans reflect the issues arising from longer term strategic challenges. The PA has processes in place to identify</p>

	<p>clear focus on short and medium term issues.</p> <p>Evidence of use of Strategic Assessments and threat/risk assessment by the PA to develop emergency, contingency and business continuity plans. Products are driving decisions regarding capacity and capability.</p> <p>A review process is in place and consistently applied across the PA. There is evidence of appropriate reprioritisation of activity due to the influence of the PA.</p> <p>National, regional and local priorities are identified within policing and business plans.</p>	<p>identified risks and gaps. There is some evidence of challenge if the force does not 'future proof' planning.</p> <p>Key PA decisions on capacity and capability are informed by Strategic Assessments that include comprehensive threat and risk assessment. Emergency, contingency and business continuity plans are in place that covers force and PA activity.</p> <p>The PA undertakes regular reviews of business planning and that activity has been reprioritised as a result.</p> <p>National, regional and local priorities have been well balanced taking account of the wide range of relevant consideration. The priorities are all factored in to policing and business plans effectively</p>	<p>and deal with the longer term challenges and generates plans and actions to address identified risks and gaps. The PA uses this information to challenge the force to plan for the future and can evidence outcomes of this approach.</p> <p>The PA ensures, with the force, that Strategic Assessments are used to develop comprehensive, robust emergency plans, contingency plans and business continuity plans that are demonstrably used to mitigate, control or eliminate risks. These products are used to inform key decisions regarding capacity and capability.</p> <p>Business planning is an iterative process; reviews take place at fixed timescales and also in a dynamic environment to respond to sudden change. All PA members are engaged in the process. Clear evidence of review influencing change.</p> <p>There is an excellent balance of national, regional and local priorities. The PA ensures that full consideration has been given to delivery of the Home Secretary's Strategic Policing priorities, the local Crime and Disorder Reduction Partnership (CDRP) strategy and local</p>
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	A risk register for the PA is in place or being developed and action plans are in place.	Risks are identified and mitigated. A PA risk register is in place and action plans are realistic. There is appropriate use of critical incident identification and response.	priorities, identified through community engagement and Local Area Agreements (LAAs). The PA employs strong and effective methods to identify and mitigate risk. A risk register is active and embedded into overall business processes and is subject of regular review. Environmental scanning identifies potential internal and external critical incidents.
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
1.3 The Police Authority (PA) ensures that the force is well led and has the capacity to make effective senior officer appointments.	<p>The PA’s vision for the strategic direction of the force and cultural values influence senior officer appointments.</p> <p>The working relationship between the PA and the chief officer team includes elements of genuine</p>	<p>There is strong evidence that the PA’s vision for the strategic direction of the force and cultural values to match the policing area influence senior officer appointments. The PA incorporates this into a robust appointment process.</p> <p>The working relationship between the PA and the chief officer team is demonstrably effective, with clear</p>	<p>The PA has a robust process to make effective senior officer appointments. The PA’s vision for the strategic direction of the force and cultural values to match the policing area clearly influence appointments. Skills gaps are identified and action taken to proactively match appointments to skill areas. Contractual agreements capture the requirement to deliver a police service that balances both national strategic priorities and the concerns of local people.</p> <p>The PA has an excellent and effective working relationship with the force and the chief officer team to drive</p>

	<p>challenge. Positive performance outcomes have been achieved with evidence that they can be attributed to PA influence.</p> <p>The PA has a Human Resources (HR) strategy in place, with evidence of its effectiveness. The PA influences the force HR strategy.</p> <p>PA members have consistent knowledge of HR policies and practices supporting good people management.</p> <p>The PA monitors community and workforce profiling and takes action to address deficiencies.</p>	<p>evidence of positive outcomes arising from a balance of support and challenge.</p> <p>The PA has an effective HR strategy in place with consistent evidence of influence on force HR strategy. Succession planning and talent management go beyond the Association of Chief Police Officers (ACPO) team.</p> <p>PA members are conversant with how HR policies and practices support good people management. The PA influences force HR policies and practices.</p> <p>The PA works with the force to ensure that the workforce broadly reflects their communities and meets obligations under equality legislation.</p>	<p>improvements in performance and the satisfaction and confidence agenda. The PA holds the force to account with positive outcomes achieved through the correct balance of support and challenge.</p> <p>The PA has an excellent and effective HR strategy in place and a clear influence on force HR strategy. This influences succession planning, talent management beyond the ACPO team and overall workforce planning.</p> <p>The PA ensures that HR policies and practices within the force support good people management, and that the force has a culture that supports achievement. The PA ensures that innovative and effective processes are in place to communicate corporate priorities to all staff within the force. Other examples include Performance Development Review (PDR) processes, 360 degree appraisals and good use of staff surveys.</p> <p>The PA takes innovative steps to ensure that the force has a workforce mix that broadly reflects their communities and meets obligations</p>
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		<p>The PA has a sound knowledge of community profiling and levels of female, Black and Minority Ethnic (BME), vulnerable and hard to reach group representation within the force. Evidence of the PA driving activity to address identified gaps.</p>	<p>under equality legislation. The PA has a sound knowledge of community profiling and the levels of female, BME, vulnerable and hard to reach group representation within the force including specialist and managerial roles. Retention is actively monitored and influenced. The PA drives activity to address identified gaps.</p>
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>1.4 The Police Authority (PA) tackles inequality and improves outcomes for people in vulnerable circumstances.</p>	<p>The PA is well engaged in the ethos of equality of service access, with evidence of a robust analytical or strategic foundation for its approach.</p> <p>The PA proactively provides support for diversity and community engagement. This is underpinned by evidence of challenge to improve service delivery and achievement of strategic priorities.</p>	<p>The PA has a sound strategy to deliver equality of service access. Its approach is underpinned by analysis.</p> <p>The PA has worked hard to promote diversity and community engagement. Structures and processes are in place and measurable improvements are being delivered.</p>	<p>The PA ensures that there is equality of service delivery, underpinned by comprehensive strategies. Analysis identifies any disparity in white/BME/vulnerable and hard to reach respondents in respect of satisfaction and confidence, stop and account and complaints. Improvement plans are driven by the PA. Excellent outcomes have been achieved.</p> <p>The PA demonstrates that it actively promotes diversity and wider community engagement. Members are effective on diversity and citizen focus boards and there is unequivocal endorsement of diversity and community engagement strategies. There is clear evidence of strong measurable improvements.</p>

	<p>Engagement with BME, vulnerable and hard to reach groups is undertaken by a number of members.</p> <p>The PA ensures that strategic planning processes include consideration of the needs of individuals and communities.</p> <p>The PA takes steps to be reflective of the community</p> <p>The Independent Custody Visitor scheme has delivered improvements in identified areas. Disparity in the number of visits and</p>	<p>The majority of PA members are actively involved in engagement with BME, vulnerable and hard to reach groups and demonstrate a good understanding of the community profile.</p> <p>The PA influences the force to ensure that inequalities and people in circumstances that make them vulnerable are taken into account appropriately in strategic plans. Strategic plans have been prepared with due consideration to local needs.</p> <p>The PA works hard to ensure membership is reflective of the community with successes identified.</p> <p>The PA manages effectively the Independent Custody Visitor scheme that has delivered improvement across the force area. Periods of</p>	<p>PA activity to promote engagement with BME, vulnerable and hard to reach groups is innovative and widespread throughout the PA membership. Members have undertaken diversity training and Independent Advisory Group (IAG) focus groups are consulted to provide additional scrutiny. Engagement has delivered outcomes.</p> <p>The PA ensures that the diverse needs of individuals and communities are fully taken into account within strategic planning. The planning cycle includes formal processes for identifying need. Decision-making processes are clearly articulated and transparent and underpinned by effective communication strategies.</p> <p>The PA takes innovative and effective steps to ensure that its membership is reflective of the community. All members are signed up to this approach and the membership reflects this.</p> <p>The PA demonstrates excellent and robust management of the Independent Custody Visitor scheme that delivers real improvement in custody provision</p>
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	visitors across the different custody centres has been identified by the PA which is taking steps to resolve.	extraordinary demand have been identified and subjected to appropriate action.	within the force. Visit reports from custody visitors are collected, assessed and appropriate action taken. Visits are undertaken to all custody facilities within the force area and include periods of extraordinary demand.
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
1.5 The Police Authority (PA) directs resources and is properly skilled to discharge its governance responsibilities.	<p>Governance structures are in place with evidence that these have produced beneficial outcomes.</p> <p>Member's skills have been aligned to specific governance responsibilities; training plans provide resilience for key roles, in particular specialist functions. Attendance at training events is reasonable.</p> <p>PDR processes are in place and consistently applied and subject to development and objective setting.</p>	<p>Governance structures are in place and positive outcomes are evidenced. Links between governance and outcomes have been identified.</p> <p>Members are skilled and trained to discharge their governance functions. Training plans are in place that addresses identified needs and specialist functions are adequately covered. High expectations are set for member attendance, which is good.</p> <p>The PA has a PDR process in place for all members and staff and PDRs are up to date. This identifies</p>	<p>Robust governance structures are in place and include appropriate executive decision-making responsibilities. The governance structures have produced clearly identifiable and sustainable outcomes.</p> <p>Members are suitably skilled and trained and demonstrate the ability to effectively discharge their governance functions. The PA has conducted a skills audit and has developed comprehensive training plans that incorporate specialist functions to ensure that 'skills gaps' are filled. Evidence of induction and training plans, benchmarking with other PA's and collaboration on specialist training is evident. Attendance at training events is exemplary.</p> <p>The PA has a PDR process in place for all members and officers. All PDRs are up to date with member development</p>



	<p>Performance monitoring processes are evidenced.</p> <p>An executive office is in place and has capacity and capability to service the demands of the authority. There is evidence of support provided to members in different areas of business.</p>	<p>developmental need and objective setting. Performance monitoring processes are effective.</p> <p>The PA has resourced an executive office to meet the servicing demands of the authority. There is evidence that members were suitably briefed and advised.</p>	<p>and objective setting clearly documented. Robust performance monitoring processes are in place. Improvements in effectiveness are evidenced.</p> <p>The PA has resourced an executive office that meets the servicing demands of the authority and is entirely fit for purpose. There is clarity on the roles of the Chair, Chief Executive and other PA members. A clear rationale to match resources to demand that includes consideration of threat and risk has been employed. Members are suitably advised and briefed consistently across all work strands.</p>
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>1.6 The Police Authority (PA) ensures high professional and ethical standards are set for itself and the force.</p>	<p>The PA has set out cultural values and expectations of itself and the force and there is evidence that this had been communicated. Monitoring, intervention and recovery mechanisms were in place.</p> <p>There is a protocol in place for complaints involving ACPO members. Processes are in place to</p>	<p>The PA has strategies in place that outline the cultural values and expectations of itself and the force. Monitoring, intervention and recovery mechanisms are in place and found to be effective.</p> <p>The PA recognises the importance of investigating complaints involving ACPO members. Knowledge levels</p>	<p>The PA has strong and documented cultural values. It has set high and expectations of itself and the force. These have been clearly set out within strategies and communicated effectively. Monitoring mechanisms are embedded together with sustainable intervention and recovery methods.</p> <p>The PA has excellent and effective protocols and processes in place to identify and investigate complaints</p>

	<p>identify and investigate issues are robust and opportunities exist to capture organisational learning.</p> <p>Processes in place to identify and investigate non-compliance are robust. Members have reasonable knowledge of the codes of conduct. Opportunities exist to capture organisational learning.</p> <p>The PA monitors and addresses complaints against the force with a rationale employed to determine those complaints which are to be subject of additional scrutiny. Awareness exists of legislative changes and/or Independent Police Complaints Commission (IPCC) recommendations. Evidence that analysis takes place and dissemination of 'lessons learned'.</p>	<p>were consistent. There are processes in place to identify and investigate issues, with evidence of opportunities to capture and disseminate learning.</p> <p>The PA recognises the importance of compliance with the codes of conduct. There are sound processes in place to identify and investigate non-compliance issues. Knowledge levels of members are consistent. There are opportunities evidenced to capture and disseminate learning.</p> <p>The PA has good mechanisms in place to monitor and address complaints against the force. A clear rationale is employed in order to identify those complaints for further scrutiny. Response to legislative changes and/or IPCC recommendations evidenced. Analysis takes place to identify trends, with clear links to organisational learning; training and discipline are consistent.</p>	<p>involving ACPO members. Knowledge levels are excellent with processes in place to capture and disseminate learning at a local, regional and national level.</p> <p>The PA places significant importance on compliance with the codes of conduct by members. The standards of the authority are clearly articulated and understood across the PA. Comprehensive training is provided and effective processes are in place to identify and investigate non-compliance.</p> <p>The PA employs excellent and effective mechanisms to monitor and addresses complaints against the force and initiate redress where appropriate. There is a clear rationale to identify those complaints that require in- depth scrutiny. Legislative changes and IPCC recommendations are captured rigorously. Analysis identifies trends and action is taken to develop organisational learning, training and discipline.</p>
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Scrutinising Performance Outcomes

How effective is the Police Authority (PA) in scrutinising and ensuring the force delivers the priority services that matter to local people?

	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>2.1 The Police Authority (PA) holds the Chief Constable to account for delivery of objectives, priorities and quality outcomes.</p>	<p>Members understand their role and have the expertise in performance management.</p> <p>Training is delivered to members to assist them in their performance management role.</p> <p>Role descriptions are supplied to members engaged in a performance management role.</p>	<p>A good understanding by all members of their role in performance management and good examples of the use of this expertise in challenging the force.</p> <p>Good induction training and supporting material is supplied to members to equip them for their role in performance management.</p> <p>Roles are clearly defined for members, understood by all and documented.</p>	<p>A mature understanding by all members of their role in performance management. Repeated and regular examples of the use of this expertise supported by examples of change as a result, with evidence of improved outcomes.</p> <p>There is excellent comprehensive and ongoing training for members in respect of performance management. Members can clearly articulate how they contribute and offer examples.</p> <p>Role monitoring takes place together with an assessment of member's effectiveness in respect of performance management.</p>
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>2.2 The Police Authority (PA) has a rigorous approach to performance scrutiny,</p>	<p>The PA has expertise and capacity to provide members with adequate support and advice on performance scrutiny.</p>	<p>Good expertise and ample capacity exists within the PA to provide members with independent advice.</p>	<p>Excellent and comprehensive independent support and advice is well delivered and informs members of key issues.</p>

<p>analysing data to monitor performance and tackling under-performance.</p>	<p>Members prepare well for meetings. They engage in some reality checking to test if what they have been told is really happening and having a beneficial, desired effect.</p> <p>Members use available evidence to assess force performance.</p> <p>Members challenge the force on performance outputs and seek to link activity with outcomes.</p> <p>Information is available to explain what targets and policing priorities have been set and on what basis the target was determined.</p>	<p>There are good examples of members being challenging in relation to delivery and outcomes. For example, members speak to officers and staff, members of the community and see for themselves through unannounced visits to enquiry counters at stations.</p> <p>Members use available information well and form judgements on performance. Members probe the quality of information and where appropriate, seek further information from officers other than that provided in the first instance.</p> <p>Members challenge appropriately on issues that matter and ensure that the force is working to achieve agreed objectives. Performance improvements are examined by the PA for ethical issues.</p> <p>Stretching targets, policing priorities and key objectives have been set and clearly driven by PA.</p>	<p>There is clear and repeated evidence of PA challenges affecting and improving force performance. Members are innovative in the way they increase their awareness and understanding of performance and delivery issues.</p> <p>There is documented evidence of repeated and rigorous follow up to performance challenges made by members. There is evidence of reward and sanctions in appropriate cases. The PA is learning from 'what works'.</p> <p>The PA ensures that performance improvements made are both ethical and sustainable. Outcomes are examined by the PA to ensure force objectives are being delivered.</p> <p>There is excellent, repeated and tangible evidence of members' involvement contributing to target achievement and delivery of PA priorities. The PA has a mature response to unforeseen issues arising during the planning year.</p>
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	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>2.3 The Police Authority (PA) sets challenging targets for performance (including delivery of the Policing Pledge), fulfils its own role in delivering the single confidence target, and drives the progress of its force towards achieving this target.</p>	<p>Members understand the aims of the Pledge and provide examples of how they have taken action to improve the likelihood of the force being able to deliver.</p> <p>Members understand their role in improving confidence and there is some evidence of members influencing force activity in this area.</p>	<p>Members have a good understanding of the Pledge and how the PA can assist in ensuring delivery. There is documented evidence of how the PA has influenced the force to deliver.</p> <p>Members have a good understanding of what drives public confidence, how the PA can play their part in achieving the target and there is good evidence of the PA influencing the force accordingly.</p>	<p>Members have an excellent understanding of the Pledge and the desired outcomes. There is repeated evidence of members proactively holding the force to account and assisting or facilitating delivery.</p> <p>The PA is proactive and innovative, with good community engagement and documented evidence with examples of how they have influenced and assisted the force to deliver against the target.</p>
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>2.4 The Police Authority (PA) sets clear priorities and ensures the delivery of effective protective services.</p>	<p>The PA influences and engages with the force on priority setting. It can evidence how the PA monitors and assesses protective services.</p> <p>The PA member with lead responsibility is vetted, with evidence of activity or use of</p>	<p>Well documented evidence of members being actively engaged in setting clear and effective priorities for protective services. The PA can evidence how delivery is monitored, assessed and challenged appropriately.</p> <p>The PA member with lead responsibility is vetted. They can show repeated evidence and use of released</p>	<p>The PA engages with local authorities and other statutory bodies to ensure BME, disadvantaged, vulnerable and hard to reach members of the community are identified and provided with the appropriate response from the force or elsewhere.</p> <p>One or more PA members are vetted and there are appropriate succession plans in place. There</p>



	<p>available intelligence as a result.</p> <p>The PA is involved in assessing risk and demand and there is some evidence of the PA scrutinising related force deployment.</p>	<p>intelligence to ensure improvements in force response and delivery.</p> <p>The PA is involved in assessing the level of risk and demand. The PA influences and monitors related deployment of resources.</p>	<p>is good evidence of how released information is used to ensure that the community is safer and receiving a better service.</p> <p>Repeated evidence of the PA assessing outcomes and delivery to ensure risk is mitigated by well trained, well resourced and informed staff.</p>
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Achieving results through community engagement and partnership

How well does the Police Authority (PA) achieve results through community engagement and partnership to deliver its ambition and strategic priorities?

	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>3.1 The Police Authority (PA) has secured and understood the views of local people about policing priorities in its area.</p>	<p>The PA has made efforts to identify and profile the communities within their area.</p> <p>The PA secures and records the views of local people in an effective way.</p> <p>The PA has a sound analytical base for assessing and understanding the views and needs of the public.</p>	<p>The PA has an effective and robust method of identifying and profiling its communities.</p> <p>Significant efforts made to capture the views of local people; approach underpinned by robust systems and processes.</p> <p>The PA has the capacity and capability to analyse the views and concerns of the community and does so effectively.</p>	<p>There is significant drive from the PA to engage with the community at large. The PA is innovative in how it identifies and engages with BME communities, hard to reach groups and the more vulnerable members of the population.</p> <p>The PA ensures excellent and innovative consultation with the local community which is embedded and sustained. Action results from the findings and local communities receive regular feedback. Strong improvements in confidence and satisfaction can be evidenced.</p> <p>The PA has a comprehensive, embedded and sustainable method for taking account of the views and concerns of the community.</p>
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>3.2 The Police Authority (PA) acts upon community concerns</p>	<p>The PA acts appropriately upon community concerns, with positive outcomes.</p>	<p>The PA has a robust method for determining the priorities and actions required to deliver what will be effective.</p>	<p>The PA has an excellent and embedded method for ensuring that evidence leads to appropriate and</p>

<p>by setting priorities for policing that reflect local needs and will lead to improvements in public confidence.</p>	<p>The PA prioritises public confidence. It has considered and acted upon community concerns when determining policing priorities.</p>	<p>The PA works with the force to assess what is achievable. There is demonstrable positive impact on performance outcomes.</p> <p>The PA ensures that police action is clearly linked to local priorities, achieving demonstrable improvements in public confidence. Lower priorities have been reduced or stopped. The rationale for these decisions has been explained to local people. The PA has paid particular attention to the needs of local people who are likely to be most vulnerable to or fearful of crime. Priorities are reviewed based on feedback from the public and customer satisfaction.</p>	<p>effective identification of priorities and strong improvements in confidence and satisfaction.</p> <p>Public confidence drives the setting and delivery of policing priorities. There is an excellent response to community concerns, delivering demonstrable and sustainable improvements in public confidence. The PA routinely reviews information arising from ongoing community engagement and consultation including information about public satisfaction and confidence. The PA is proactive and innovative in making this information accessible to those most likely to be fearful of or vulnerable to crime, and to BME communities, vulnerable and disadvantaged groups.</p>
	<p>Performs Adequately (2)</p>	<p>Performs Well (3)</p>	<p>Performs Excellently (4)</p>
<p>3.3 The Police Authority (PA) provides feedback on how issues raised through consultation and community engagement have been considered.</p>	<p>Information is fed back to the public which explains how the results from community consultation informed policing priorities in their area.</p>	<p>The PA has established very effective mechanisms for regularly feeding back the results of ongoing community engagement and consultation to local people.</p>	<p>The PA has excellent mechanisms for regularly feeding back the results of ongoing community engagement and consultation to local people. It routinely reviews policing priorities and performance against them in light of feedback from the public, including confidence and satisfaction. The PA</p>

	<p>Consultation is undertaken to understand what information different local communities want.</p>	<p>The PA is proactive in ensuring that sound and effective consultation determines the information provided to local communities. It reflects their concerns and is provided in a range of formats to suit local communities and needs. The PA publishes the results of the community consultation, clearly articulating how this informed policing priorities. It uses a range of communication channels to do so.</p>	<p>works with the force to address issues of significant concern, including complaints . The PA is proactive in adjusting policing priorities to reflect changing community concerns and needs.</p> <p>The PA is innovative and highly effective in communicating with all members of the community. Clear, robust and transparent performance information is provided in a range of highly accessible media.</p>
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>3.4 The Police Authority (PA) ensures that local policing services are accessible to all communities, including BME communities, hard to reach and vulnerable groups.</p>	<p>The PA ensures that services are accessible to its communities including BME communities, hard to reach and vulnerable groups. The PA meets its equality and human rights statutory obligations.</p> <p>PA and force business plans reflect the priorities of different</p>	<p>The PA demonstrates strong commitment to tackling inequality and disadvantage. It has clear ambitions to deliver fair and equitable service outcomes to all communities, narrowing inequality in service provision and confidence levels. All equality and human rights statutory obligations are being met.</p> <p>The priorities of different communities in the area are fully reflected in the PA</p>	<p>PA demonstrates excellent commitment to tackling inequality and disadvantage. It has comprehensive understanding of the complex needs of diverse communities. It effectively targets effort and achieves excellent results in narrowing inequality in service provision, confidence and satisfaction levels.</p> <p>The PA is innovative and effective in ensuring that priorities of different</p>

	<p>communities in the area including BME communities, hard to reach and vulnerable groups in delivering policing services to local communities.</p> <p>Consideration is given to the impact that policing operations may have on specific communities e.g. CONTEST.</p> <p>The PA ensures that all recruitment arrangements are fit for purpose to recruit officers that reflect the communities the force serves. PA members and officers</p>	<p>and force business plans. Force business plans are produced in a range of formats to suit local communities and needs.</p> <p>The PA ensures that comprehensive account is taken of the impact that policing operations may have on specific communities e.g. CONTEST. Wherever possible local community representatives are members of the Gold group and they are consulted to minimise the negative impact of such operations on their communities.</p> <p>Significant efforts have been made to recruit officers from diverse backgrounds that reflect the local population with suitable skills to work with different individuals and</p>	<p>communities in the area are comprehensively reflected and prioritised in the PA and force business plans. These are reviewed regularly in light of the views of local people about policing services in their area. Force business plans are produced in a wide range of media to ensure that they are accessible to all communities.</p> <p>The PA demonstrates excellent leadership in ensuring that policing operations that may impact on specific communities, notably the Prevent strand of CONTEST, are managed sensitively and effectively. The PA demonstrates innovative good practice and can show how as a result of its influence, the force has worked with local communities to manage such operations sensitively and successfully. Community members are routinely involved on the Gold group for specific operations, excluded only when essential for operational reasons.</p> <p>The PA is leading and transforming the way in which the force engages with citizens, through innovative recruitment and training which fosters a culture of diversity and</p>
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	are trained on equality and diversity issues.	communities. Numbers have risen significantly as a result. There is systematic training for PA members and police officers across the PA and force on diversity and equality issues which are improving community relations and improve community confidence.	understanding of the needs of vulnerable groups.
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
3.5 The Police Authority (PA) secures desired outcomes for local policing and community safety priorities through effective partnership.	<p>The PA works effectively with and as members of relevant partnerships. It has an adequate profile on partnership groups. Partners understand the role and contribution of the PA. Although some PA members are proactively involved in partnership working, contributions vary.</p> <p>Members have knowledge of partnership objectives and an understanding of how they may complement the priorities of the PA.</p> <p>The PA has the resources, skills and capacity to deliver an effective</p>	<p>The PA has an effective co-ordinated, strategic approach to partnership working. Members have a good profile on partnership groups, partners understand their role, as distinct from the role of the force and there is evidence that the PA makes a valid contribution.</p> <p>Members have a sound understanding of partnership objectives; how they impact on PA priorities; and they take an effective strategic approach to the delivery of joint outcomes.</p> <p>The PA has sound and effective arrangements for allocating resources</p>	<p>There is a strong corporate drive from the PA to secure effective outcomes for local policing and community safety through partnership working. Members' work exceeds statutory requirements. Members collectively have a strong public profile and are influential on key partnerships. Partners clearly understand the PA's role on partnership groups and view the PA and members as leaders and influencers.</p> <p>Members are fully conversant with partnership objectives, how they complement PA priorities; and take the lead in influencing an effective strategic approach to the delivery of joint outcomes.</p> <p>The PA has a keen awareness of capacity and resources needed to</p>



	contribution to partnership working.	and developing the skills and capacity needed to fully contribute to partnership working.	secure effective partnerships and priorities. Good examples of strategic alliances and building sustainable partnerships to maximise access to relevant capacity and capability.
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
3.6 The Police Authority (PA) properly balances the focus on local issues and improvements in confidence with the wider needs of the public in policing regional and national concerns.	<p>The PA demonstrates that it is balancing competing demands from local, regional and national concerns.</p> <p>Members have access to information about local, regional and national concerns with which to inform policing priorities. There is evidence that horizon scanning and external consultation is taking place.</p>	<p>The PA successfully balances competing demands from local, regional and national concerns, both in scrutinising force performance & resource management and in setting policing priorities.</p> <p>Members have a good understanding of local, regional and national issues. There is effective horizon scanning and external consultation which informs decision making and priority setting.</p>	<p>The PA proactively considers, addresses and balances the competing demands from local, regional and national concerns, as evident in resource management, setting policing priorities and ensuring the force delivers sustained improvement across key policing priorities.</p> <p>Members across the PA have excellent levels of understanding of local, regional and national issues, which is clearly reflected in decision making and setting policing priorities. The PA also displays influence at local, regional and national levels.</p>

Ensuring value for money and productivity

How effective is the Police Authority (PA) in ensuring a clear and sustained focus on value for money, in order to secure a good deal for the public?

	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>4.1 The Police Authority (PA) has, with the force, undertaken a comprehensive assessment of threat and risk, and ensures that resources are aligned to priorities, risk and threats.</p>	<p>Assessment is made of threat and risk and the resource requirement is stated. The assessment is seen as an annual event, not a dynamic process and it does not drive all critical decisions on resources.</p> <p>The PA is reasonably clear on lower priority work and can evidence that some 'hard choices' have been agreed and implemented. There is some communication with stakeholders.</p> <p>Community priorities are identified and understood but not fully integrated with threat and risk assessment.</p> <p>The PA has information to monitor whether priority activities are being</p>	<p>Key decisions on resource use are informed by a full threat and risk assessment, with relevant cost profiles in use, and reviewed regularly by the PA.</p> <p>The PA has made key prioritisation decisions and is proactive in environment scanning to anticipate demand. Where resources have been redirected, the rationale for these decisions is explained to stakeholders and communities.</p> <p>The majority of community priorities have been factored into assessment of how resources will be directed.</p> <p>There is a developing information base on how priorities are being resourced.</p>	<p>Comprehensive, robust assessment of threat and risk is prepared by the force and PA, based on the best available intelligence and drawing upon regional and national assessments. Used as a dynamic planning tool.</p> <p>The PA has a thorough approach to prioritisation that identifies 'below the line' activities. The PA proactively and appropriately reduces and stops low priority work. There is an excellent communication strategy in place to explain the rationale for decisions and effective updates are made to risk registers.</p> <p>Community priorities are factored fully into critical decisions about resource use.</p> <p>Accurate and timely information is available on how resource use</p>

	resourced appropriately. The PA knows where the resources are directed, but does not challenge if it disagrees with the balance.	The PA is capable and proactive when probing and challenging the force on the information.	reflects threat, risk and priorities. The PA clearly understands how to use this information. The PA makes appropriate and effective decisions as a result.
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
4.2 The Police Authority (PA) ensures that the force’s use of resources reflect supply and demand profiles.	<p>The PA has the capability to understand and challenge supply and demand profile.</p> <p>The PA uses its HR and workforce responsibilities to probe use of resources and flexible working arrangements. The PA is aware of how key decisions on resource use impact on performance outcomes.</p> <p>The PA has supported investment in relevant software for the force. The PA makes limited use of the</p>	<p>The PA can articulate how supply and demand profiles have been developed and are used. Members understand where and when demand peaks. The PA challenges the force if it is not sufficiently responsive and it ensures that profiles are up to date.</p> <p>The PA is consulted by the force on use of resources. The PA influences principal decisions about relevant aspects of resource use such as shift patterns and flexible working. The PA understands fully the links between performance outcomes and resource use and probes whenever performance dips. The PA has a well developed approach to its workforce responsibilities and members can articulate the strategy for reform.</p> <p>PA members are conversant with how vehicle and officer tracking software works and the PA uses the information</p>	<p>The PA uses supply and demand profiles to underpin its scrutiny function. The PA robustly challenges the force if it is not sufficiently responsive or if profiles are not up to date. There is regular and appropriate use of cost comparisons and benchmarking.</p> <p>The PA links performance outcomes with resource use and probes how they are linked if performance dips. The PA has played a leading role in the workforce reform strategy. The PA is seen as a ‘beacon’ and source of advice and example to other authorities.</p> <p>PA members understand how vehicle and officer tracking software works and use the information when</p>

	software to produce valuable monitoring information.	when undertaking its scrutiny function. There is evidence of effective challenge of the force by the PA.	undertaking scrutiny. There is effective challenge of the force by the PA to ensure that the PA understands the rationale for major resource allocation decisions.
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>4.3 The Police Authority (PA) regularly reviews costs and overheads, sets ambitious local targets to deliver improved efficiency and productivity, and challenges the force to achieve these targets.</p>	<p>Efficiency targets exceed the previous year but do not reflect fully the scale of the budget challenge which the PA faces. The PA recognises the scale of its potential budget gap and has an emerging plan to bridge it successfully.</p> <p>Monitoring of progress against the efficiency target is regular. The PA challenges the achievement of efficiencies, but does not realign targets during the year.</p> <p>The PA understands productivity in a policing context. Understanding is limited to output measures such as</p>	<p>There are stretching targets to ensure that strategic objectives on resource use are achieved. The strategic financial plan has been effectively risk assessed as to where delivery might fall short and there is evidence of remedial action. Good track record on achievement of efficiency targets. The PA levers in external resources such as sponsorship and through income generation.</p> <p>There are good monitoring arrangements that plot trajectory and evidence that PA understands how to probe delivery of the plan.</p> <p>PA members demonstrate a good understanding of police productivity, linking it to the threat and risk</p>	<p>Efficiency targets are demanding. If delivered they will make a substantial contribution to closing the budget gap and delivering strategic objectives. They reflect a thorough analysis of the PA's financial position, now and over the coming five years, and what could be achieved. There is a good track record of Efficiency Planning (EP) achievement and innovation. The PA is excellent at leveraging in external resources that make a significant contribution to overall budget.</p> <p>Robust monitoring arrangements are in place and the PA clearly pushes the force to deliver, including some adjustment of targets in-year as necessary.</p> <p>PA members demonstrate an excellent understanding of police productivity and its relevance to</p>

	<p>arrests or disposals. There is some attempt to gauge how officers are spending their time or their impact on priority activities.</p> <p>Benchmarking and cost comparison is used mainly in relation to support services such as fleet management, estates etc. There is limited operational benchmarking and the PA understands the potential impact of HMIC value for money (VFM) profiles.</p>	<p>assessment and achievement of priorities, but information systems are inconsistent. Variations in performance outcomes are not always traced back to productivity.</p> <p>The PA is enthusiastic about benchmarking and can show how it has been used to steer the force towards efficiency gains and cost savings. The PA understands the impact of HMIC VFM profiles and how the PA can make effective use of the profiles.</p>	<p>threat and risk assessment. It has access to robust management information to gain assurance that resources are being directed to priority activities and that positive outcomes result.</p> <p>The PA demonstrates real expertise in the application of benchmarking across the gamut of policing activities and is exploiting fully the opportunities offered by HMIC's VFM profiles. Seen as a beacon authority in this area and exemplar for others.</p>
	Performs Adequately (2)	Performs Well (3)	Performs Excellently (4)
<p>4.4 The Police Authority (PA) promotes and supports collaboration and joint working between forces and local public service partners to secure the best outcomes for the public in cost and risk terms.</p>	<p>The PA is well engaged in collaboration on a piecemeal basis with some analytical or strategic foundation for its approach. The PA has a developing awareness of the opportunities it is missing.</p> <p>Some evidence that the PA has assessed what are the most cost-effective structures to govern and support collaboration. Evidence of</p>	<p>The PA has a reasonably comprehensive strategy to work across force and agency boundaries. Its approach is underpinned by an analysis of operational and financial opportunities. PA members understand benefit realisation and an appreciation of improved outcomes.</p> <p>The PA has worked hard with other authorities to ensure that the structures and processes in place to govern collaboration and joint work are fit for</p>	<p>The PA has a clear and current strategy to promote joint working across a range of force and agency boundaries. The strategy is underpinned by robust analysis of the operational and financial opportunities that exist and how they can best be exploited. The PA makes effective use of analysis.</p> <p>Joint work and collaboration is underpinned by good governance arrangements that avoid overly bureaucratic structures and</p>



	<p>robust challenge to projects or initiatives as they are proposed.</p> <p>Clear commitment to collaboration and joint work; some evidence of analysis and benefit realisation analysis to ensure VFM, but piecemeal, rather than comprehensive. Some evidence of challenge that collaboration is delivering improved outcomes in cost and risk reduction.</p>	<p>purpose and do not impede decisions or VFM.</p> <p>Members are clear that ‘net donor’ arguments are counter-productive but display an eagerness to show a return on investment. Most joint working initiatives have been subject to cost benefit analysis and/or operational benefit realisation. The PA regularly probes to monitor and drive successful outcomes.</p>	<p>processes. There is sound decision making by the PA. The costs of supporting collaborative working are monitored carefully and are reasonable.</p> <p>The PA is aware of, and resists, ‘net donor’ arguments that might frustrate collaboration. All joint working initiatives have been subject to analysis and/or operational benefit realisation. Constant challenge as to what collaboration is delivering in cost and risk reduction.</p>
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