



SOUTH YORKSHIRE
POLICE AUTHORITY

**Strategic Plan and Performance
Review Framework 2009/10**

The strategic framework in outline

Strategic Objectives	Areas of Impact
1: Play an effective role within the South Yorkshire community	1.1: Engaging the public 1.2: Engaging stakeholders 1.3: Research into Engagement and Communication
2: Set policing strategy	2.1: Influence the strategic direction of the Chief Constable and provide guidance and support at the right time in developing local policing strategies 2.2: Hold the Chief Constable to Account
3: Make a positive contribution at local, regional & national level	3.1: The local level 3.2: The regional level 3.3: The national level
4: Effective use of Resources	4.1: Value for Money in Policing 4.2: Appropriate and proportionate corporate governance arrangements 4.3: Member and officer capacity and capability

Detailed performance reports for each Strategic Objective and Area of Impact appear on the following pages

Key to owners of outcomes and actions

Chair	Chair of the Police Authority
Vice	Vice Chair of the Police Authority
CX	Chief Executive
DC	Deputy Clerk
DT	Deputy Treasurer
HPP	Head of Policy and Performance
HHRBS	Head of HR and business Support

Strategic Objective 1: Play an effective role within the South Yorkshire community					2009/10 Q0
Area of Impact 1.1: Engaging the public					Owner HPP
Outcomes	Owner	Indicator	Target	Actual	Status
Growing public awareness	HPP	Awareness poll - % aware	20%	<i>Due Q4</i>	<i>n/a at Q0</i>
Number of individuals engaged	HPP	% increase on last year	10%	<i>Due Q4</i>	<i>n/a at Q0</i>
Number of distinct communities engaged	HPP	New communities this year	3	<i>Due Q4</i>	<i>n/a at Q0</i>
More strategic engagement – at least three during the year.	HPP	strategic issues referred to IAGs by the Police Authority	2 at Q3 (3 at Q4)	<i>Due Q4</i>	<i>n/a at Q0</i>
Supporting Objectives	Owner	Indicator	Target	Actual	Status
Involvement of Police Authority members at engagement events.	Chair/ CX	Events where at least one member took part	100%	<i>Due Q4</i>	<i>n/a at Q0</i>
Action Plans	Owner	Key Milestones			Status
Deliver the enlarged consultation and engagement programme	HPP	See engagement programme			<i>n/a at Q0</i>
Deliver a programme of participatory budgeting events	HPP	See PB programme			<i>n/a at Q0</i>
Implement and evaluate the revised grants scheme	HPP	Implement by 30 April 2009			<i>n/a at Q0</i>
	HPP	Evaluate by 31 March 2010			<i>n/a at Q0</i>
Develop an Engagement Database	HPP	Database in active use by 30 September 2009			<i>n/a at Q0</i>
<i>Continues overleaf</i>					

Comments on current status

Progress will be reviewed at the end of each quarter and the Status box will be updated for each Indicator and Milestone above. Each status box will be changed to a traffic light colour code, with a brief comment. More detailed commentary will go into this Comments box here.

Comments on prospects for the future

As the year progresses and issues emerge, commentary on problems and potential solutions, with forecasts for their impact on year end performance will go into this box here.

Delivery**Members**

All community engagement events will have an agreed purpose/outcome agreed by the Authority and at least one member should be in attendance at each event

Officers

Officers from South Yorkshire Joint Secretariat - named above as owners of individual engagement programmes – are responsible for managing and the engagement processes and reporting to members for decision making.

Police

Police officers and staff operate the Force's own engagement processes and also contribute to aspects of the Police Authority engagement processes.

Partners

Other partners may be jointly involved in some of these engagement activities.

Strategic Objective 1: Play an effective role within the South Yorkshire community					2009/10 Q0
Area of Impact 1.2: Engaging stakeholders					Owner HPP
Outcomes	Owner	Indicator	Target	Actual	Status
Increased awareness of the role and contribution of the Police Authority among partners – measured by structured interviews and round table discussion.	HPP	Response to structured interviews and round table discussion	+ve change	<i>Due Q4</i>	<i>n/a at Q0</i>
Evidence that the Police Authority has influenced priorities or outcomes delivered through Local Strategic Partnerships, Crime & Disorder Reduction Partnerships and Local Criminal Justice Boards.	HPP	Observable impact	+ve	<i>Due Q4</i>	<i>n/a at Q0</i>
Supporting Objectives	Owner	Indicator	Target	Actual	Status
Joint delivery of some community engagement events alongside partners.	Chair/ CX	Events delivered jointly in the year	3	<i>Due Q4</i>	<i>n/a at Q0</i>
Action Plans	Owner	Key Milestones			Status
Work with LSPs, CDRPs and LCJB to influence local priorities.	HPP	Continuing engagement in each quarter of the year.			<i>n/a at Q0</i>
Deliver an agreed programme of engagements including events with: <ul style="list-style-type: none"> • Police focus groups • Annual consultation event • Budget-based consultation processes with business, public and partners • Consultation with District Commanders on LAA priorities 	HPP	See engagement programme			<i>n/a at Q0</i>
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Comments on prospects for the future

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Delivery**Members**

Members have a leading role in representing the Police Authority, building relationships with partners and ensuring that colleagues are fully briefed on progress and any significant issues.

Officers

Officers from South Yorkshire Joint Secretariat - named above as owners of individual engagement programmes – are responsible for managing and the engagement processes and reporting to members for decision making.

Police

Police officers and staff operate the Force's own engagement processes and also contribute to aspects of the Police Authority engagement processes.

Partners

Other partners' involvement is central to these objectives.

Strategic Objective 1: Play an effective role within the South Yorkshire community					2009/10 Q0
Area of Impact 1.3: Research into Engagement and Communication					Owner HPP
Outcomes	Owner	Indicator	Target	Actual	Status
See outcomes for 1.1.	--	--	--	--	--
Action Plans	Owner	Key Milestones			Status
Develop new approaches to Police Authority marketing communications within South Yorkshire and throughout the Yorkshire and Humber Region.	HPP	Develop a brief jointly with other police authorities in the region by 30.09.2009.			<i>n/a at Q0</i>
		Commission independent work to develop the strategy by 30.11.2009.			<i>n/a at Q0</i>
	HPP	Report progress at year end.			<i>n/a at Q0</i>
	HPP	Evaluate the effectiveness of the strategy by 30.04.2010.			<i>n/a at Q0</i>
Work with other police authorities and academic institutions to explore new ways to engage with communities.	HPP	Develop a research brief by 31.12.2009.			
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Comments on prospects for the future

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Delivery**Members**

The outcome of this work will closely affect the way members work with communities and partners in the future.

Officers

Officers from South Yorkshire Joint Secretariat - named above as owners of individual engagement programmes – are responsible for managing and the engagement processes and reporting to members for decision making.

Police

Police officers and staff operate the Force's own engagement processes and also contribute to aspects of the Police Authority engagement processes.

Partners

Joint working with other police authorities in the region will provide greater benefits from this research and development work .

Strategic Objective 2: Set Policing Strategy					2009/10 Q0
Area of Impact 2.1: Influence the strategic direction of the Chief Constable and provide guidance and support at the right time in developing local policing strategies					Owner Chair/CX
Outcomes	Owner	Indicator	Target	Actual	Status
Chief Constable successfully achieves his personal objectives set by the Chair of the Police Authority.	Chair	Formal assessment	100%	?	<i>n/a at Q0</i>
Action Plans	Owner	Key Milestones			Status
Provide guidance, support and feedback to the Chief Constable	Chair/CX	Agree formal objectives for the year 2009/10 between Chair, Chief Constable and HMIC by 30 April 2009			<i>n/a at Q0</i>
	Chair/CX	Conduct Chief Constable's mid year review for 2009/10 by end of September 2009			<i>n/a at Q0</i>
	Chair/CX	Conduct a formal assessment of the Chief Constable's performance for the financial year 2008/09 by end of June 2009			<i>n/a at Q0</i>
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Comments on prospects for the future

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Delivery**Members**

The Chair, with the support of all members, has a critical role in this process.

Officers

Officers will provide confidential support to the Chair.

Police

The Chief Constable's participation is central to this process.

Partners

Her Majesty's Inspectorate of Constabulary (HMIC) works closely with the Chair in this process.

Strategic Objective 2: Set Policing Strategy					2009/10 Q0
Area of Impact 2.2: Hold the Chief Constable to Account					Owner HPP/DCX
Outcomes	Owner	Indicator	Target	Actual	Status
High and improving public confidence in policing in South Yorkshire.	HPP	The Measure of Confidence	tbc	<i>Due Q4</i>	<i>n/a at Q0</i>
Key indicators and targets from the Local Policing Plan	HPP	To be selected			<i>n/a at Q0</i>
Key indicators and targets from the South Yorkshire Policing Pledge	HPP	To be selected			<i>n/a at Q0</i>
Key indicators and targets from area Policing Pledges	HPP	To be selected			<i>n/a at Q0</i>
Supporting Objectives	Owner	Indicator	Target	Actual	Status
The Chief Constable is effectively held to account.	Chair/CX	Qualitative evidence from web casts etc	+ve	?	<i>n/a at Q0</i>
Action Plans	Owner	Key Milestones			Status
Set priorities through Local Policing Plan	HPP	Publish Local Policing Plan by 30 June 2009			<i>n/a at Q0</i>
Monitor performance against policing plan continuously	DC	See Performance Committee work plan.			<i>n/a at Q0</i>
	DC	See Business Support Committee work plan.			<i>n/a at Q0</i>
	DC	See Community Affairs Committee work plan.			<i>n/a at Q0</i>
	DC	Member are involved in all CHCs and MPVs.			<i>n/a at Q0</i>
	DC	Member involvement in other internal force boards throughout the year.			<i>n/a at Q0</i>
	DC	Member reality checking throughout the year.			<i>n/a at Q0</i>

	HPP	Provide independent policy and performance advice to aid members in holding the Chief Constable to account.	<i>n/a at Q0</i>
	HPP/ DC	Monitor delivery of the Pledges through CAC.	<i>n/a at Q0</i>
<i>Continues overleaf</i>			

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Comments on prospects for the future

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Delivery**Members**

All members play a role in this process, either through formal participation in boards, committees and reviews, or through continual reality checking at operational and community levels.

Officers

Officers from South Yorkshire Joint Secretariat provide technical support and analysis to this process.

Police

This process relies on accurate and timely information from the police.

Partners

Other partners may be jointly involved in some aspects of this process.

Strategic Objective 3: Make a positive contribution at local, regional & national level					2009/10 Q0
Area of Impact 3.1: The local level					Owner CX
Outcomes	Owner	Indicator	Target	Actual	Status
Police Authority is effective.	Chair/ CX	PA inspection	In the top 25%	?	<i>n/a at Q0</i>
The Police Authority is a positive contributor to outcomes in all four SY boroughs.	Chair/ CX	CAAs	4 +ve results	?	<i>n/a at Q0</i>
Supporting Objectives	Owner	Indicator	Target	Actual	Status
See outcomes and supporting objectives at 1.2.	--	--	--	--	--
Action Plans	Owner	Key Milestones			Status
Preparation programmes for Police Authority Inspection and Comprehensive Area Assessments.	CX	Conduct a self assessed gap analysis against key requirements and set an improvement programme by 30.04.2009.			<i>n/a at Q0</i>
	CX	Agree improvement actions at a special member seminar by 15.05.2009.			<i>n/a at Q0</i>
	CX	Deliver any improvements in line with the improvement plan timetable.			<i>n/a at Q0</i>
Build working relationships between Police Authority and the district crime and justice co-ordinators	DC	Initial meetings between s20 members and the co-ordinators in each district by 30.04.2009. Other interested members might also attend.			<i>n/a at Q0</i>
	DC	Continuing activity and outcomes for each district monitored quarterly.			<i>n/a at Q0</i>
Continues overleaf					

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Comments on prospects for the future

As the year progresses and issues emerge, commentary on problems and potential solutions, with forecasts for their impact on year end performance will go into this box here.

Delivery**Members**

Members will direct the assessment and improvement process and s20 members will be personally involved in relations with the district crime and justice coordinators.

Officers

Officers from South Yorkshire Joint Secretariat - named above as owners of individual engagement programmes – are responsible for managing and the engagement processes and reporting to members for decision making.

Police

Police officers and staff will play a supporting role and will need to adjust to new ways of working between the Police Authority and the Police Force.

Partners

Effective collaboration with partners will be central to the police Authority's contribution to outcomes in South Yorkshire.

Strategic Objective 3: Make a positive contribution at local, regional & national level					2009/10 Q0
Area of Impact 3.2: The regional level					Owner CX
Outcomes	Owner	Indicator	Target	Actual	Status
Improve protective services within South Yorkshire and throughout the region.	CX	Compliance with the ACPO baseline specification	+ve change	?	<i>n/a at Q0</i>
Regional and national policing agendas reflect South Yorkshire's interests.	Chair/ CX	Narrative	+ve	?	<i>n/a at Q0</i>
South Yorkshire learns and benefits from good practice elsewhere.	Chair/ CX	Narrative	+ve	?	<i>n/a at Q0</i>
Improved efficiency through regional collaboration.	Chair/ CX	Narrative	+ve	?	<i>n/a at Q0</i>
Action Plans	Owner	Key Milestones			Status
Develop effective relationships and collaboration with regional partners (progress to be monitored through narrative at this developmental stage).	CX	Contribute to developing effectiveness of APA regional			<i>n/a at Q0</i>
	CX	Develop relationships with GOYH			<i>n/a at Q0</i>
	CX	Contribute to LGYH			<i>n/a at Q0</i>
	CX	Contribute to development of new agenda for JPAC			<i>n/a at Q0</i>
	CX	Contribute to the development of a revised strategy for police efficiency and effectiveness with JPAC.			<i>n/a at Q0</i>
	CX & Chair of CSB	Lead development of national and regional policy through the APA Corporate Business Planning Network.			<i>n/a at Q0</i>
	CX, HPP & Link members	Contribute to development of regional policy through the APA Corporate Business Planning Networks: People Policy, Strategic Policing Policy and Citizen Focus.			<i>n/a at Q0</i>

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Comments on prospects for the future

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Delivery**Members**

Lead members will have a key role in representing the Police Authority at regional level and in keeping colleagues briefed on developments and key issues, including potential areas for coordination between agendas.

Officers

Officers from South Yorkshire Joint Secretariat - named above as owners of individual engagement programmes – are responsible for managing and the engagement processes and reporting to members for decision making.

Police

Police officers and staff may participate in some of these processes and will need to respond to new practices.

Partners

Effective working with partners is central to this process.

Strategic Objective 3: Make a positive contribution at local, regional & national level					2009/10 Q0
Area of Impact 3.3: The national level					Owner ChairCX
Outcomes	Owner	Indicator	Target	Actual	Status
--	--	--	--	--	<i>n/a at Q0</i>
Action Plans	Owner	Key Milestones			Status
Influence national policy.	Chair & Vice	Contribute to the development of national policy through the APA Council			<i>n/a at Q0</i>
	Chair of CSB	Contribute to development of national policy through the APA Corporate Business Planning Network.			<i>n/a at Q0</i>
	CX, DC & HPP	Contribute to the development of national policy			<i>n/a at Q0</i>
Continues overleaf					

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Comments on prospects for the future

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Delivery

Members

Text.

Officers

Text.

Police

Text.

Partners

Text.

Strategic Objective 4: Effective use of Resources					2009/10 Q0
Area of Impact 4.1: Deliver Value for Money in Policing					Owner CX
Outcomes	Owner	Indicator	Target	Actual	Status
Policing in S Yorkshire provides Value for Money ensuring scarce resources are aligned to risk and effort is directed away from non-priority areas	DT	Use of resources score	3	?	<i>n/a at Q0</i>
	DT	Auditor's VfM Judgement	Clear (by default if get 3 above)		<i>n/a at Q0</i>
	CX	PA Inspection	Top 25%		<i>n/a at Q0</i>
Supporting Objectives	Owner	Indicator	Target	Actual	Status
The Police Authority identifies priorities for improved cost and performance in the way it fulfils its role, and achieves measurable improvement during the year.	DT	To be developed	--	--	--
The Police Authority identifies priorities for improved cost and performance in the way the Police Force fulfils its role, and ensures that it achieves measurable improvement during the year.	DT	To be developed Target already exists – see PA minutes following 6 march	--	--	--
Action Plans	Owner	Key Milestones			Status
Implement a structured approach to VFM in collaboration with the Police Force and regional partners.	CX	Initial consultation with Chief Constable by 5 April 2009.			<i>n/a at Q0</i>
	CX	All-member seminar to agree approach to efficiency, effectiveness and VfM at local and regional level by 30.04.2009.			<i>n/a at Q0</i>

	DT	Monitoring of progress against agreed actions and objectives for VfM every quarter (more detail to be provided here once objectives are agreed).	<i>n/a at Q0</i>
	HPP	Provide independent policy and performance advice to aid members in setting VfM objectives and monitoring progress.	<i>n/a at Q0</i>
Implement a structured business cycle that integrates planning, target setting, budget setting, precept setting into a coherent and related whole– built into the Police Authority work programme.	CX	See This Business Plan and monitoring reports. See Planning Programme for 20010/11.	<i>n/a at Q0</i>
Continue to develop the scrutiny process.	HPP	Complete the pilot scrutiny process and implement results by November 2009	<i>n/a at Q0</i>
	HPP	Develop and begin a programme of scrutiny reviews with specific objectives by 31.05.2009.	<i>n/a at Q0</i>
	DC	Monitor progress and outcomes of scrutiny reviews quarterly.	<i>n/a at Q0</i>
	HPP	Evaluate the pilot scrutiny process and establish a continuing scrutiny programme by 30.09.2009.	<i>n/a at Q0</i>
Review and policy development programme.	DT	Adopt recommendations from a review of Management information on resources and impact by 31.03.2010.	<i>n/a at Q0</i>
	HPP	Adopt a policy on regional/ local commissioning arrangements by 31.03.2010.	<i>n/a at Q0</i>
	HPP	Adopt recommendations from a review of Workforce Modernisation by 31.03.2010.	<i>n/a at Q0</i>
	HPP	Adopt recommendations from a review of IS/IT strategy and its fit with force and government strategy by 31.03.2010.	<i>n/a at Q0</i>
	HPP	Adopt recommendations from a review of Officer training & development – current fit with customer focus and ways to strengthen its delivery, resourcing and the authority’s oversight of it – by 31.03.2010.	<i>n/a at Q0</i>

	HPP	Adopt recommendations from an economic analysis work with university to prepare a theoretical economic analysis of policing and to develop a pilot to test aspects of the theory by 31.03.2010.	<i>n/a at Q0</i>
<i>Continues overleaf</i>			

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Comments on prospects for the future

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Delivery**Members**

Members will take an active part in scrutiny and other reviews, driving the agenda for improved VfM and providing leadership to the implementation of improved practices and structures.

Officers

Officers from South Yorkshire Joint Secretariat - named above as owners of individual engagement programmes – are responsible for managing and the engagement processes and reporting to members for decision making.

Police

Police officers and staff will collaborate in reviews, analysis and implementation.

Partners

Effective working with partners will be essential to this process.

Strategic Objective 4: Effective use of Resources					2009/10 Q0
Area of Impact 4.2: Appropriate and proportionate corporate governance arrangements					Owner DCX
Outcomes	Owner	Indicator	Target	Actual	Status
Good governance of policing in South Yorkshire.	DC	Use of resources score for Governance	3	?	<i>n/a at Q0</i>
	DC	Number of reported problems	Zero	?	<i>n/a at Q0</i>
Action Plans	Owner	Key Milestones			Status
Monitor governance policies through the Police Authority work programme.	CX/ DC	See work programme			<i>n/a at Q0</i>
<i>Continues overleaf</i>					

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Comments on prospects for the future

As the year progresses and issues emerge, commentary on problems and potential solutions, with forecasts for their impact on year end performance will go into this box here.

Delivery**Members**

Members will provide leadership in good governance.

Officers

Officers from South Yorkshire Joint Secretariat - named above as owners of individual engagement programmes – are responsible for managing and the engagement processes and reporting to members for decision making.

Police

Police officers and staff will assist in delivering good governance.

Partners

Collaboration with partners will be improved by clear governance and transparency .

Strategic Objective 4: Effective use of Resources					2009/10 Q0
Area of Impact 4.3: Member and officer capacity and capability					Owner DCX
Outcomes	Owner	Indicator	Target	Actual	Status
The necessary skills and capacity are available to enable members and officers to fulfil the role of the Police Authority and achieve its objectives.	DC & HHRBS	PA Inspection	In the top 25%	?	<i>n/a at Q0</i>
Supporting Objectives	Owner	Indicator	Target	Actual	Status
Police authority members and officers are effective in their roles.	DC	% of members who received Authority induction	100%	?	<i>n/a at Q0</i>
	DC	% of members who received Force induction	100%	?	<i>n/a at Q0</i>
	Chair	% of members with personal development reviews in the last 12 months	100%	?	<i>n/a at Q0</i>
	DC	% of members whose personal development activity is up to date.	100%	?	<i>n/a at Q0</i>
	HHRBS	% of officers who received Authority induction	100%	?	<i>n/a at Q0</i>
	HHRBS	% of officers who received Force induction	100%	?	<i>n/a at Q0</i>
	HHRBS	% of officers with personal development	100%	?	<i>n/a at Q0</i>

		reviews in the last 12 months			
	HHRBS	% of officers whose personal development activity is up to date.	100%	?	<i>n/a at Q0</i>
Action Plans	Owner	Key Milestones			Status
Review use of members' time on Police Authority Work.	DC	Snapshot diary analysis for April 2009 reported by 31.05.2009 to inform members' personal development reviews.			<i>n/a at Q0</i>
	CX/DC	An assessment of the effective use of resources when compared to the role expected of an effective police authority (see gap analysis at 3.1) and recommended improvement actions by 02.06.2009 in time for the Annual Meeting.			<i>n/a at Q0</i>
Members' training and development.	Chair	Complete members' personal development reviews by 02.06.2009 in time for the Annual Meeting.			<i>n/a at Q0</i>
	Chair	Agree members' personal Training and Development Plans before the annual meeting 2009.			<i>n/a at Q0</i>
Police Authority Training and development for officers and members.	DC	Review the member development strategy by [PA meeting after the AGM] .			
	HHRBS	Review the officer development strategy for Police Authority officers by 31.05.2009.			
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Comments on prospects for the future

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Delivery**Members**

Members will take personal responsibility for assessing and developing their own capacity and capability.

Officers

Officers will take personal responsibility for assessing and developing their own capacity and capability.

Police

Police officers and staff may need to adjust to new practices and structures as the Police Authority develops its capacity and capability.

Partners

The nature of collaboration with partners may change as the Police Authority develops its capacity and capability..