

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 26 APRIL 2010**  
**REPORT ON: BEST VALUE AUDIT OF TAYSIDE POLICE AND JOINT BOARD**  
**REPORT BY: ASSISTANT CHIEF EXECUTIVE**  
**REPORT NO: 203-2010**

## 1 PURPOSE OF REPORT

This report provides an overview of the recent Best Value Audit Report on Tayside Police and the Tayside Joint Police Board, and seeks approval for a number of actions arising from the Board's Improvement Plan.

## 2 RECOMMENDATIONS

It is recommended that Committee:

- (i) notes that a report on the Joint Inspection of Tayside Police and Tayside Joint Police Board by Audit Scotland and Her Majesty's Inspectorate of Constabulary Scotland together with the associated Improvement Plan, was considered by the Joint Police Board on 1 February 2010 and the Improvement Plan was referred to the three constituent councils for approval;
- (ii) endorses the Improvement Plan as set out in Appendix A to this report;
- (iii) agrees to adopt the description of roles and responsibilities for members, the Convener and Vice-Conveners of the Tayside Joint Police Board as set out in Appendix B to this report;
- (iv) remits the Assistant Chief Executive and Director of Leisure and Communities to report back on options for developing the reporting and scrutiny arrangements of the Tayside Joint Police Board by the Dundee Partnership Management Group and Community Safety Partnership

## 3 FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report.

## 4 BACKGROUND

- 4.1 This report provides an overview of the Best Value Audit and Inspection of Tayside Police and Tayside Joint Police Board.
- 4.2 This was the first such Audit and Inspection conducted jointly by Audit Scotland and Her Majesty's Inspectorate of Constabulary Scotland (HMICS) and the first occasion that a Force and its Joint Board have been examined together. The Audit Scotland scrutiny responsibilities apply to police authorities but not to Chief Constables or their operational responsibilities. However, HMICS has powers to examine best value in police authorities as well as the performance of the police force and the Chief Constable. Because of the shared interest between the two organisations and the commitment to a more coordinated approach to scrutiny, the two scrutiny bodies have worked together to audit, inspect and report on the achievement of best value in local police services.
- 4.3 The process has been broadly similar to the approach taken on the Best Value Audits of councils. The work was undertaken by a joint team from Audit Scotland and HMICS, drawing on their respective experience in terms of Best Value and audit, and operational policing. Whilst all the audit and inspection work was undertaken jointly, the findings made in respect of the Force are owned by HMICS and those made in respect of the Board are joint findings from both Audit Scotland and HMICS.
- 4.4 Constituent local authorities are responsible for appointing the members of a joint board and for allocating funding. The board is a separate legal entity and, although councils have no separate residual responsibilities (beyond appointing members and funding), the effectiveness of the board is supported in practice by the constituent councils through the provision of clerking services and training and support for members.

- 4.5 The role of councils in joint board arrangements has been the subject of recent national debate at COSLA. This stems from questions raised through the scrutiny process in respect of ultimate accountability for the performance of joint boards.
- 4.6 Arrangements will require to be made to ensure that the Council, along with Angus and Perth and Kinross Councils, maintains an oversight in terms of progress on the improvement plan. An annual meeting between the Chief Constable, Convener and Vice-Conveners, the Clerk and the three Chief Executives is therefore proposed in the Board's Improvement Plan to review governance and accountability arrangements and to review support for the Board.

## 5 **REPORT OVERVIEW**

- 5.1 The Audit report found that the Board is "not yet fulfilling its duties of best value and, without a shift in emphasis, its capacity for future improvement is limited". However, the report found the Board to be supportive of the Force with a constructive relationship with senior officers.
- 5.2 The Board is also strongly committed to supporting the Chief Constable and working relationships between the Force and the Board are good. Board members are also kept well informed of finance matters and are active in monitoring financial and staffing issues.
- 5.3 The report found that scrutiny of Force activity needs to improve and does not yet "effectively hold the Chief Constable to account or work in tandem with the Chief Constable to secure best value". Board members in general were also found to have "limited understanding and engagement about best value and community planning".
- 5.4 The report also highlighted that the role of the three constituent councils is not clear in terms of supporting the performance and effectiveness of the Board. A number of recommendations within the report therefore refer directly to the Councils.
- 5.5 A copy of the Best Value Audit Report has been placed in the Members' Lounge and can also be downloaded at: [http://www.audit-scotland.gov.uk/docs/local/2009/bv\\_091217\\_tayside\\_police.pdf](http://www.audit-scotland.gov.uk/docs/local/2009/bv_091217_tayside_police.pdf)

## 6 **IMPROVEMENT PLAN**

- 6.1 Audit Scotland require an improvement plan to be submitted within three months of the publication of the report. A draft plan was considered by the Board on 1 February 2010 and referred to the three constituent Councils for their agreement.
- 6.2 The improvement plan has been subject to consultation with the three Council Chief Executives and the Chief Constable and is attached as Appendix A with a recommendation that this be endorsed.
- 6.3 Actions which specifically refer to the Council are contained under "Joint Improvement Plan" recommendations on the last page of the improvement plan (page 20 of this report).
- 6.4 A key recommendation covered in items 3(b) and 3(d) of the Board's Improvement Plan (pages 9 and 10 of this report) requires an examination of the links between the Board and local Community Planning arrangements. It is therefore recommended that the Assistant Chief Executive and Director of Leisure and Communities be remitted to bring forward options for ensuring that the work of the Board is scrutinised via the Dundee Partnership Management Group and Community Safety Partnership.

## 7 **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of sustainability, strategic environmental assessment, anti-poverty, equality impact assessment and risk management. There are no major issues.

## 8 **CONSULTATION**

The Chief Executive, Depute Chief Executive, Director of Finance and Director of Leisure and Communities have been consulted on the contents of this report.

9 **BACKGROUND PAPERS**

Tayside Police and Tayside Joint Police Board Best Value Audit Inspection  
Audit Scotland, December 2009

**CHRIS WARD**  
**ASSISTANT CHIEF EXECUTIVE**

15/04/2010

Recommendation (What is needed)	Priority	Risk	Action Items (What are the specific plans)	Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative)	Date For Completion	Responsible Person or Role
<p><b>TAYSIDE JOINT POLICE BOARD RECOMMENDATION 1</b></p> <p><b>Ensure that all members of the board have a clear understanding of their roles and responsibilities as laid out in the Scottish Government's guidance.</b></p>	High	Medium	<p>1. Outline role and responsibilities of Board members within a single job description.</p>	<p>Clearly defined set of responsibilities outlining the roles of Board members. Provides clarity.</p>	01/02/2010	Clerk
			<p>2. Seek approval for the job description in the first instance from the Board and thereafter from the three local authorities.</p>	<p>Consultation with Board members on job description at 1 February 2010 meeting.</p> <p>Agreement/discussion within minutes from TJPB. Report to each local authority area Full Council meeting seeking comment / agreement. Decision replicated within minutes.</p>	28/06/2010	Clerk All Board Members Chief Executives
			<p>3. Provide training session specifically on Board member roles and responsibilities and provide further clarity on the Scottish Government Guidance, the Board's duties in relation to Best Value and to Community Planning.</p>	<p>The members roles and responsibilities will be developed together with their understanding of Best Value and Community Planning.</p>	31/08/2010	Clerk Treasurer
			<p>4. Request from Tayside Police Chief Constable details of key strategies and frameworks for the delivery of performance against strategic priorities. These to include: Force Planning, Performance Management, Improvement, Community Planning, Community Safety, Workforce Planning, Sustainability, Equalities.</p>	<p>Understanding of Force approach and how these link to performance will lead to enhanced understanding and allow more effective performance against roles and responsibilities outlined within National Guidance.</p>	23/08/2010	Clerk Convener Chief Constable

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			5. Evaluate, in consultation with the three local authorities, current support to the board and determine through cost/benefit analysis proposals for consideration by the board.	Report evaluating current levels of support to the board. Defined options for support from clerical to policy officer.	31/08/2010	Clerk
			6. Seek opportunities to share best practice with other Police Boards by attendance of Board members at other Board meetings.	Provide Board members with the opportunity to benchmark processes and practical examples of the way other Boards perform.	01/02/2010	Clerk
			7. Gather information on attendance at TJPB sub committees and external forums/partnerships and report to the Chief Executive's for information.	Assessment of commitments and enhance active participation.	31/12/2010 Ongoing	Clerk All Board Members
			8. Provide briefing notes/minutes (redacted) following attendance at any external forums etc to share knowledge.	Shares knowledge and experience to further enhance understanding of key roles and responsibilities.	31/12/2010 Ongoing	Clerk All Board Members
			9. Establish a website for Tayside Joint Police Board to promote the work of the Board and ensure links are established to highlight members' involvement and activities related to the Board.	Wider recognition of board activities highlighting/marketing the work of the board more effectively. Enhanced engagement with service users.	30/09/2010	Clerk

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			<p><b>10.</b> Provide report to the TJPB on the options/costs for creation – i.e. externally hosted or hosted via Angus Council or Tayside Police existing websites.</p>		30/09/2010	Clerk
			<p><b>11.</b> Develop a marketing / communications strategy linked to the creation of the website.</p>	Marketing / communications strategy to promote the activities of the board via the website.	30/09/2010	Clerk
			<p><b>12.</b> Explore options for Public performance Reporting to highlight the work of the Board and its activities to the public.</p>	Annual reporting of achievements and outcomes from the previous year resulting in greater public awareness.	01/06/2010	Clerk

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<b>TAYSIDE JOINT POLICE BOARD RECOMMENDATION 2</b>  Ensure that all members participate in training opportunities specific to board duties and identify areas of training need through self assessment.	Medium	Medium	<b>1.</b> Undertake training needs analysis of Tayside Joint Police Board members to establish baseline standard identify needs and highlight these to constituent authorities.	Results of training needs analysis to inform further training opportunities. Constituent Authorities carry out required training.	30/08/2010	Clerk
			<b>2.</b> Prepare individual Action Plans for inclusion into their existing Personal Development Plans.	Personal development plan for each board member.  Evidence of advice to constituent authorities identifying training needs for each Board member thus increasing members knowledge of relevant topics.	30/08/2010	Clerk
			<b>3.</b> Continue to offer four information sessions relating to police activity each year.	Report to TJPB with topics. Members attendance will result in a fuller understanding of operational issues.	31/12/2010	Clerk
			<b>4.</b> Pursue national training opportunities.  Consider progressing suggestion to utilise England and Wales APA standards for training and develop within a Scottish context. Approach the SPSA (Scottish Police College) for delivery in time for local government elections in 2011.	National accredited training package for Police Board members. Economies of scale for each police board in Scotland through the joint provision of training. Standardisation across the service. Evidence from Board meetings that members have increased confidence to challenge the Chief Constable and question reports.	30/06/2012	Clerk

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			5. Consider undertaking a self assessment utilising a recognised tool eg EFQM one year on to assess success of the actions within this action plan and to provide direction on other areas of improvement	Report to TJPB together with options, costs and benefits of carrying out self assessment exercise for the board members.	31/01/2011	Clerk



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<b>TAYSIDE JOINT POLICE BOARD RECOMMENDATION 3</b>  Ensure that the duties of the board in relation to best value and community planning are discharged by:	Medium	Low	1. Engage with the Board on setting the vision and strategic direction of the Force. Provide proposals for consideration through reports and seek feedback and agreement on these proposals.	Evidence of the board working in tandem with the Chief Constable in setting the direction of the force, improvement activity and managing performance via minutes of meetings. Board members provide strength to public engagement.	01/02/2011	Clerk Chief Constable
(a) <b>proactively driving improvements by being more involved in identifying areas for best value review and areas for improvement, and prioritising identified improvement activity in conjunction with the force.</b>	Medium	Low	2. Through the provision of regular reports, identify options for improvement to enable Board members to decide on areas for review taking cognisance of professional advice on risk, capacity to deliver and scope of improvement to service delivery.	Evidence of annual plan of reporting to the TJPB. Evidence of revised style of reporting detailing options for improvement.	01/02/2011	Chief Constable
(b) <b>seeking assurances that the force engages with community planning partners</b>	Medium	Low	3. Outline current procedures in respect of the three Community Planning Partnerships and Community Safety Partnerships and establish if there is a need for Board representation at these meetings.	Report to TJPB defining the process and proposals to make improvements regarding the reporting of progress/activity to allow for more challenge around the impact of this work.	10/05/2010	Clerk Chief Constable
			4. Prepare a report on how best outcomes from these forums can be presented to the TJPB for challenge and scrutiny.	Reports from the Chief Constable with strategies for Community Planning and Community Safety. Reports from Chief Constable outlining progress and outcomes from the Community Planning / Community Safety Strategies.	10/05/2010	Clerk Chief Constable

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			<p>5. Request from the Chief Constable details of the Community Planning and Community Safety Strategies outlining the force's approach and how these link to the achievement of Tayside Police priorities.</p> <p>6. Request from the Chief Constable regular reports (defined by the review above) on Community Planning and Community Safety activity linked to outcomes.</p>		10/05/2010	Clerk Chief Constable
<b>(c) scrutinising the impact and outcomes of community planning work</b>	Medium	Low	to be addressed by recommendation <b>3 (b)</b> above.		10/05/2010	Clerk Chief Constable
<b>(d) developing links to the community safety partnerships</b>	Medium	Low	to be addressed by recommendation <b>3 (b)</b> above.		10/05/2010	Clerk Chief Constable

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<b>(e) taking joint ownership of the force's public performance report.</b>	Medium	Low	<b>7.</b> Increase awareness of the Board's responsibilities in respect of public performance reporting through training session on Local Government in Scotland Act 2003.	Increased awareness of board members' responsibilities in respect of public performance reporting.	28/06/2010	Clerk
			<b>8.</b> Request timetable and framework for Tayside Police Public Performance Reporting and present to TJPB for scrutiny.	Report from Chief Constable on public performance reporting commitments and evidence within minutes regarding member scrutiny.	28/06/2010	Clerk
			<b>9.</b> Request Chief Constable provides details of the annual planning cycle and incorporates opportunities for the Board to engage in the setting of the vision and strategic direction of Tayside Police.	Evidence of engagement with Board members. Evidence of engagement with Board through papers to TJPB seeking comment and discussion based on performance,	28/06/20/0	Clerk
<b>(f) improving engagement in equalities and sustainability.</b>	Medium	Low	<b>10.</b> Improve engagement in equalities and sustainability by incorporating within Single Board Equality Scheme and provide a yearly report to the Board.	Production of Single Equality Scheme. Reports from Chief Constable outlining strategies for Equalities and Sustainability.	23/08/2010	Clerk
			<b>11.</b> Request key strategies from the Chief Constable in respect of Equalities and Sustainability and Board members to examine delivery/outcomes from half yearly reports.	Reports from Chief Constable providing updates on delivery against the strategies.	23/08/2010	Clerk

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<p><b>TAYSIDE POLICE RECOMMENDATION 4</b></p> <p>Ensure that the duties of the board in relation to holding the chief constable to account are discharged by:-</p> <p>(a) considering regular, comprehensive reports from the chief constable on performance of the service.</p>	Medium	Medium	Receive and scrutinise regular, comprehensive reports on performance of the service.	Evidence from reports and minutes of engagement and priority setting.	01/02/2011	Clerk
<p>(b) exercising stronger, transparent scrutiny and challenge of the strategic use of resources, performance, improvement activity, community planning activity and outcomes for the public: and</p>	Medium	Medium	<p>Exercise stronger, transparent scrutiny and challenge of the strategic use of resources, performance, improvement activity, community planning activity and outcomes for the public; and proactively request exception reports</p> <p>Collaborate with the Chief Constable to agree an annual programme for reporting for all TJPB meetings.</p>	<p>Evidence of improvement in this area demonstrated within minutes from meetings.</p> <p>Evidence of requests for exceptions reports through minutes.</p>	01/02/2011	Convener
<p>(c) pro actively requesting exceptions reports.</p>			to be addressed by recommendation 4 (b) above.		01/02/2011	Convener

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<b>TAYSIDE POLICE RECOMMENDATION 1</b>  <b>Strengthen corporate strategic leadership and challenge through:-</b>  <b>(a) integrating operational and improvement planning processes into divisional/departmental plans linked to strategic priorities and incorporating high level costing.</b>	Medium	Low	1. Devise and implement Corporate Governance Framework.	Establishment of HQ Division and Crime Division providing greater clarity and governance arrangements.	01/04/2010	Chief Constable
	Medium	Low	2. Introduce Force Leadership Team to improve governance and corporate direction.	Evidence of improved governance through minutes of Force Leadership Team meetings.	01/09/2009 Achieved	Chief Constable
	Medium	Low	3. Develop three year planning process to integrate operational policing plans with strategic priorities. This will involve creating and embedding: -Force Policing and Improvement Plan -Divisional/Departmental Policing Plans (incorporating resource and financial planning) -Divisional/Departmental Improvement Plans	Evidence of performance management framework in place. Evidence of performance review for policing and improvement plans.  Evidence of annual planning cycle in place and production of policing plans.	01/04/2010	Performance Manager
	Medium	Low	4. Implement review arrangements for the Force Policing Plan and Divisional/ Departmental Policing Plans and Improvement Plans by: - Carrying out an annual review of strategic priorities, force objectives and the control strategy for "fitness for purpose". - Carrying out bi-annual reviews of performance against Policing Plans and Improvement Plans for every Division/Department.	Evidence of consultation with Board members through papers and minutes on strategic development, priority setting and improvement planning.	01/04/2010	Performance Manager

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	Medium	Low	5. Restructure the force to provide greater clarity of purpose and governance.	Establishment of HQ Division and Crime Division providing greater clarity and governance arrangements.	31/12/2009 Achieved	Chief Constable
<b>Strengthen corporate strategic leadership and challenge through:-</b>  <b>(b) developing an improvement programme management approach through a consolidated and prioritised force-wide corporate improvement plan.</b>	Medium	Low	1. Develop a Force Improvement Programme aligned to the Force Policing Plan documenting strategic issues for review over a three-year period. These will be agreed with the Board/Executive following performance review. Governance will be provided via the six-weekly Business Change Programme Board meeting.	Creation and implementation of Force Improvement Programme. Evidence of discussion at Board meetings of options for improvement. Evidence of governance applied through Business Change Programme Board or equivalent.	31/01/2010	Change Manager
	Medium	Low	2. Consolidate all improvement activity within one Divisional/Departmental plan and prioritise actions to ensure delivery against strategic priorities.	Evidence of single Divisional/ Departmental Improvement Plans and evidence of robust monitoring of actions. Evidence of prioritisation of improvement activity within all plans.	31/12/2009	Change Manager

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<p><b>Strengthen corporate strategic leadership and challenge through:-</b></p> <p><b>(c) developing corporate approaches to force-wide matters such as community planning, community engagement, strategic asset management, workforce planning and sustainability linking these to strategic priorities, the SOAs and partners' strategies.</b></p>	Medium	Low	<p><b>1.</b> Develop and implement a Community Planning Strategy for Tayside Police appropriately linked to partners' strategies, delivery of force priorities and reconciling with SOAs.</p>	<p>Evidence of performance management framework incorporating integration of national and local priorities.</p>	01/06/2010	Chief Superintendent HQ Division
	High	Low	<p><b>2.</b> Community Engagement Strategy is currently being developed under the Quality of Service Project.</p>	<p>Creation and implementation of Community Engagement Strategy Evidence of discussion at Board meetings and evidence from minutes of challenge and scrutiny. Evidence of regular reports from Board meetings monitoring progress with force-wide strategies.</p>	01/06/2010	Chief Superintendent HQ Division
	Low	Low	<p><b>3.</b> Develop a strategy for Asset Management.</p>	<p>Creation and implementation of Asset Management Strategy Evidence of discussion at Board meetings and evidence from minutes of challenge and scrutiny. Evidence of regular reports from Board meetings monitoring progress with force-wide strategies.</p>	01/06/2010	Director of Corporate Services

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	Medium	Low	4. Develop and implement a Workforce Planning Strategy. The development of Divisional/Departmental Policing Plans will assist with the identification of current and future workforce requirements to assist delivery against key actions.	Creation and implementation of Workforce Planning Strategy linked to Divisional Plans. Evidence of discussion at Board meetings and evidence from minutes of challenge and scrutiny. Evidence of regular reports from Board meetings monitoring progress with force-wide strategies.	01/06/2010	Director of Personnel and Development
	Low	Low	5. Develop and implement a Sustainability Strategy incorporating environmental, social and economic issues.	Creation and implementation of Sustainability Strategy (Social, Economic and Environmental Issues). Evidence of discussion at Board meetings and evidence from minutes of challenge and scrutiny. Evidence of regular reports from Board meetings monitoring progress with force-wide strategies.	01/06/2010	Director of Corporate Services



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<b>TAYSIDE POLICE RECOMMENDATION 2</b>  <b>Foster an improvement culture by strengthening the performance management approach using performance monitoring that is comprehensive, balanced and linked to strategic priorities. Ensure clear lines of accountability and ownership of performance including agreed and monitored improvement actions.</b>	Medium	Low	<b>1.</b> Develop and implement a Performance Management Framework.	Evidence of performance management framework. Including monitoring reports and discussion via Board minutes.	01/04/2010	Performance Manager
	Medium	Low	<b>2.</b> Revise Corporate Performance Meeting outlining clear lines of accountability and ownership of performance and improvement activity.	Revised meeting structure and review of its effectiveness.	30/04/2010	Chief Inspector Governance & Development
	Medium	Low	<b>3.</b> Identify areas for development based upon benchmarking analysis from SPPF and add to targets.	Revised reporting of performance reports including further opportunities for benchmarking. Evidence within Board papers and evidence of discussion/challenge within minutes of Board meetings.	01/04/2010	Performance Manager
	Medium	Low	<b>4.</b> Roll out the risk management/register process to Divisions and Departments and embed consideration of risk in all activities.	Creation and implementation of risk management strategy. Publication of corporate risk register. Evidence of monitoring corporate risk register within regular reports. Evidence of discussion within Board meeting minutes.	30/09/2010	Chief Inspector Governance & Development

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<b>TAYSIDE POLICE RECOMMENDATION 3</b>  Provide opportunities for the board members to appraise options and make decisions particularly in relation to determining strategic priorities and prioritising improvement activity. Better inform board members by providing reports on community planning, community engagement and sustainability along with comprehensive, comparative performance information.	Medium	Low	1. Revise Force Planning Cycle to incorporate Board involvement in the development and setting of the Force Policing Plan.	Implementation of revised annual planning cycle.	01/04/2010	Performance Manager
	Medium	Low	2. Present to the Board a wider range of performance information to allow for a better assessment of force performance together with comparison analysis for areas for development.	Revised performance reporting incorporating benchmarking analysis. Revised reporting to the Board in relation to improvement activity.	01/02/2011	Performance Manager
	Medium	Low	3. Submit options to the Board for inclusion within the Force Improvement Programme and seek decision/prioritisation.	Provision of detailed reports outlining key issues for the force which are properly appraised in terms of the options available. Evidence from reports to the Board and evidence of discussion/decision via Board minutes.	01/02/2011	Change Manager
	Medium	Low	4. Provide reports to the Board on performance against key strategies:  <ul style="list-style-type: none"> <li>- Community Planning</li> <li>- Community Engagement</li> <li>- Sustainability</li> </ul>	Provision of update reports against key strategies - community engagement, sustainability, equalities, workforce planning, community planning, risk etc.	01/06/2010	Assistant Chief Constable Director of Corporate Services

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<b>TAYSIDE POLICE RECOMMENDATION 4</b>  <b>Enhance service performance by: - focusing on public perception of crime to raise confidence levels; - sustaining the improving trend in call handling; and- sustaining the force's planned activity to improve services.</b>	High	Low	<b>1.</b> Implementation of the Community Policing Model and the Community Engagement Strategy will enhance public perception and raise confidence levels.	Results from Western Division pilot. Evidence of Board involvement in decision making. Implementation of Community Engagement Strategy and evidence of Board's involvement in its adoption.	01/04/2011	Chief Superintendent HQ Division
	High	Low	<b>2.</b> Implementation of the Best Value Review of Operational Policing, particularly in relation to how the force deals with calls, will impact on call handling.	Evidence of outcomes from Best Value Review of Operational Policing. Updates reports to Board and evidence of discussion from minutes.	01/04/2011	Chief Superintendent HQ Division
	Medium	Low	<b>3.</b> Implement the changes following the review of the Force Contact Centre.	Evidence of outcomes from review of FCC.	31/12/2010	Chief Superintendent HQ Division
	Medium	Low	<b>4.</b> Continue with the implementation of the Quality of Service Project with governance provided by the Business Change Programme Board.	Evidence of implementation of the Quality of Service project. Reporting of outcomes to the Board and evidence of discussion within minutes.	31/12/2010	Chief Constable

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<p><b>JOINT IMPROVEMENT PLAN RECOMMENDATION 1</b></p> <p>Review governance and accountability arrangements for the board.</p>	Medium	Low	<p>1. Set up annual meeting between Chief Constable, Convener &amp; Vice Conveners, Clerk and three Chief Executives in order to review governance and accountability arrangements and to look at proposals for supporting the board. Provide board with a report detailing the outcome from the meeting.</p>	<p>Evidence of meeting having taken place. Clear understanding amongst all attendees regarding way forward and evidence of report to TJPB.</p>	30/11/2010	Clerk
<p><b>JOINT IMPROVEMENT PLAN RECOMMENDATION 2</b></p> <p>Strengthen the role of the councils in supporting the board and its members.</p>	Medium	Low	<p>Will be addressed by Joint Improvement Plan recommendation.</p>			
<p><b>JOINT IMPROVEMENT PLAN RECOMMENDATION 3</b></p> <p>Jointly agree a plan to assist the board to discharge its best value and community planning responsibilities, identifying actions required by the board, councils and the chief constable.</p>	Medium	Low	<p>1. Devise and agree an annual programme for reporting and scrutiny with Tayside Joint Police Board.</p>	<p>Evidence of annual plan of reporting to the Board and Sub Committees in place.</p>	01/04/2010	Chief Constable

**ROLE RESPONSIBILITIES – BOARD MEMBERS**

**Key Purpose/Role**

- To represent the views and interests of your Police Authority and to deal with all enquiries and representations fairly and without prejudice
- To contribute actively, within the Board's decision making structure, to the formation and scrutiny of the Force's policies, budgets and strategies, and to the scrutiny of the Force's service delivery and financial performance; and
- To promote the best interests of the Board and the community as they relate to the improvement of the quality of life, safety and wellbeing of the community and its citizens

**Key Tasks/Accountabilities**

- To represent and act as an advocate for the interests of the Board
- To be available to represent and deal effectively with enquiries and representations from members of the local community
- To liaise and work with local organisations and representative groups to further the interests of the Board;
- To participate effectively and objectively as a Member of the Committee, Sub Committee or Working Group to which appointed, including related responsibilities for the service and any resources falling within that body's terms of reference;
- To support the development of an effective working relationship with other Board Members and staff and with officers/staff of Tayside Police;
- To participate in the activities of any outside body or partnership forum to which appointed by the Board and to develop and maintain a working knowledge of the Board's policies and practices in relation to that body, and of the community's needs and aspirations in relation to that body's role and functions, e.g. Community Planning Partnerships;
- To comply with the Councillors' Code of Conduct and Standards for Elected Members;
- To observe and comply with the Board's Standing Orders relating to the Conduct of Meetings and the Scheme of Delegation to Committees, Sub Committees and officers;
- To undertake appropriate training and development.

## **ROLE RESPONSIBILITIES - CONVENER OF TAYSIDE JOINT POLICE BOARD**

In addition to the roles, tasks and responsibilities expected of Board Members, the following is expected of the Convener -

### **Key Purpose/Role**

- To represent the Board on public occasions;
- To provide leadership in relation to policy formulation, implementation and monitoring of the Board's policies, budgets and strategies, and scrutiny of service delivery and financial performance; and to contribute to the effective governance of the Board;
- To provide strategic leadership and clear direction and guidance to promote the best interests of the Board and the community and thereby to improve the quality of life, safety and wellbeing of the community and its citizens;
- To chair meetings of the Board and allocated Sub-Committees and Working Groups and to ensure that they are undertaken in line with the Board's Standing Orders Relating to the Conduct of Meetings and Scheme of Reference and Delegation to Committees, Sub-Committees/Working Groups and Officers;
- To represent the Board on the Scottish Police Authorities Conveners' Forum; and any other such groups as required;
- To develop and maintain partnership working with other agencies and to ensure the maintenance of links between the Board and the Constituent Authorities' Community Planning Partnerships.

### **Key Tasks/Accountabilities**

- To ensure that decisions are taken properly, openly and, where appropriate, publicly;
- To liaise with the Chief Constable and the Clerk to the Board in discussions and negotiations with national bodies;
- To provide an external focus for the views of the Board in handling media and press enquiries;
- To ensure that Members of the Board are treated responsibly and responsively at all times;
- To maintain and promote the highest standards of conduct in the Board's affairs;
- To develop and maintain effective working relationships with Board Members and staff and with officers/staff of Tayside Police;
- To have an overview of corporate and cross cutting risks/issues as they impact on the Board and the community; and
- To promote and support open and transparent government.

## **ROLE RESPONSIBILITIES - VICE-CONVENERS OF TAYSIDE JOINT POLICE BOARD**

In addition to the roles, tasks and responsibilities expected of Board Members, the following is expected of the Vice-Convenor -

### **Key Purpose/Role**

- To represent the Board on public occasions;
- To support the Convenor in providing leadership in relation to policy formulation, implementation and monitoring of the Board's policies, budgets and strategies, and scrutiny of service delivery and financial performance; and to contribute to the effective governance of the Board;
- To support the Convenor in providing strategic leadership and clear direction and guidance to promote the best interests of the Board and the community and thereby to improve the quality of life, safety and wellbeing of the community and its citizens;
- To chair meetings of the Board in the absence of the Convenor, and meetings of allocated Sub-Committees and Working Groups, and to ensure that they are undertaken in line with the Board's Standing Orders Relating to the Conduct of Meetings and Scheme of Reference and Delegation to Committees/Working Groups and Officers;
- To represent the Board on any external bodies to which appointed, and to substitute for the Convenor on external bodies where appropriate; and
- To develop and maintain partnership working with other agencies.

### **Key Tasks/Accountabilities**

- To ensure that decisions are taken properly, openly and, where appropriate, publicly;
- To liaise with the Convenor, Chief Constable and Clerk to the Board in discussions and negotiations with national bodies;
- To support the Convenor in providing an external focus for the views of the Board in handling media and press enquiries;
- To ensure that Members of the Board are treated with respect and are kept informed of relevant matters;
- To maintain and promote the highest standards of conduct in the Board's affairs;
- To develop and maintain effective working relationships with Board Members and staff and with officers/staff of Tayside Police;
- To have an overview of corporate and cross cutting risks/issues as they impact on the Board and the community; and
- To promote and support open and transparent government.