

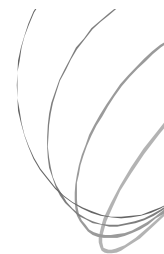
Central Scotland Joint Police Board

Report to Members and the Controller of Audit on the 2006/07 Audit



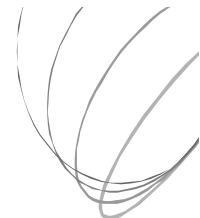
October 2007





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Key messages

In 2006/07 we have audited the financial statements and looked at aspects of performance and governance within Central Scotland Joint Police Board. This report sets out our main findings.

Overall, we found the financial stewardship of Central Scotland Joint Police Board during the year to be satisfactory. The main conclusions and outcomes from the audit are highlighted below:

- An unqualified audit opinion has been issued on the financial statements for 2006/07
- The Statement on the System of Internal Financial Control included in the accounts complies with accounting requirements and is consistent with audit findings
- Final accounts preparation procedures and working papers were generally good and this enabled the audit to progress satisfactorily
- Progress has been made in improving governance arrangements within the Board over the past year. There are, however, some issues which still require to be taken forward.
- Internal Audit concluded that '*reasonable assurance can be placed upon the internal controls in operation throughout the Force*' for 2006/07. Our own work concluded that high level controls exist and operate in a number of key systems, however some specific areas of risk exposure were identified which required us to carry out additional testing to determine whether these had resulted in any material error or misstatement in the financial statements
- A number of strategic risks which could impact on the Board delivering its stated objectives and priorities are being addressed
- Arrangements for the collection, recording and publication of Statutory Performance Indicators (SPIs) were assessed as reliable. For the 2006/07 SPIs, the Force has reported a mix of improving and deteriorating performance.

Key issues for the Board in the future include:

- addressing the challenges to the Board in achieving its corporate objectives, including effective strategic planning and performance management processes;
- the need to continue developments in relation to governance arrangements, including a review of scrutiny arrangements, the development of effective risk management processes, the further development of medium to long term financial planning and the introduction of a robust asset management planning process;
- the need to improve performance in relation to statutory performance indicators, most specifically the proportion of working time lost due to sickness absence and in meeting the targets set for submitting reports to the Children's Reporter and the Procurator Fiscal;



- reviewing the Board's arrangements for call management in light of recommendations made by Audit Scotland in its report on its initial review of police call management; and
- the need to review the Board's financial management processes for additional funding through projects and partnerships, income generation and maximising efficiency savings.

Key issues for the attention of members are outlined in the Action Plan included in this report.

We would like to take this opportunity to express our appreciation for the assistance and co-operation provided by officers and members of the Board during the course of the audit.

**Audit Scotland
October 2007**

Introduction

1. The members and officers of the Board are responsible for the management and governance of the organisation. As external auditors, we review and report on the arrangements in place and seek to gain assurance that:
 - the financial statements have been prepared in accordance with statutory requirements and that proper accounting practices have been observed;
 - the Board's system of recording and processing transactions provides an adequate basis for the preparation of the financial statements and the effective management of assets and interests;
 - the Board has adequate corporate governance arrangements which reflect the three fundamental principles of openness, integrity and accountability;
 - the systems of internal control provide an appropriate means of preventing or detecting material mis-statement, error, fraud or corruption;
 - the Board has proper arrangements for securing best value in its use of resources; and
 - arrangements have been made to collect, record and publish statutory performance information.
2. This report summarises the most significant issues arising from our work during 2006/07.

Financial statements & financial position

3. In this section we summarise key outcomes from our audit of the Board's financial statements for 2006/07, aspects of the Board's reported financial position and performance to 31 March 2007, and provide an outlook on future financial prospects and financial reporting issues.

Auditor's report

4. We have given an unqualified opinion on the financial statements of Central Scotland Joint Police Board for 2006/07, concluding that:
 - the financial statements present fairly the Board's financial position at 31 March 2007 and income and expenditure during the year; and
 - the financial statements have been properly prepared in accordance with the Local Government (Scotland) Act 1973.
5. The Board's balance sheet has an excess of liabilities over assets of £311.845 million due to the accrual of pension liabilities in accordance with accounting standards. Auditing standards require auditors to consider an organisation's ability to continue as a going concern when forming an opinion on financial statements. One of the indications that may give rise to going concern considerations is an excess of liabilities over assets.
6. The Statement of Main Accounting Policies outlines the Treasurer's view that it has been considered appropriate to adopt a going concern basis for the preparation of the financial statements as constituent authorities of the Board are required under the 1995 Central Scotland Combined Police Area Amalgamation Scheme Order to meet all liabilities of the Board as they fall due. Future pension liabilities will be met, as they fall due, by government grant and contributions from constituent authorities in the normal way. We are satisfied that the process the Board has undertaken to consider going concern is reasonable.

Financial position

7. The Board's net operating expenditure amounted to £76.839 million and was met by government grants and constituent authorities' contributions of £50.380 million. After crediting additional amounts required by statute and non statutory proper practices of £25.049 million, a deficit for the year of £1.410 million was incurred. In the Treasurer's Report, the Treasurer summarises performance against budget. The overall effect of activity has resulted in a net position broadly in line with the budget. Within this, however, some £1.6 million of an overspend has been incurred on additional pay

and pension costs, the safety camera project, CCTV and a major counter terrorist operation. These costs were offset by additional grant from the Scottish Executive and additional income streams.

8. At 31 March 2007 the Board held a reserve of £1.303 million. While recognising that the appropriate level of reserves is for the Joint Board to determine, taking account of local circumstances, there is a need for clear strategies for managing such funds which set out their purpose and intended use. In the absence of clear strategies, there are risks that funds are accumulated unnecessarily or that pressure to restrict rises in constituent authority contribution levels results in an inadequate cushion held to deal with emergencies.
9. £1.100 million of the reserve as at 31 March 2007 has been earmarked to fund the future cost of police pension entitlements accruing to those officers eligible to retire at 31 March 2007 but who have elected to remain in service, leaving an uncommitted balance of £0.203 million.
10. The Board has a policy to retain reserves at a level of 1% of the Board's grant aided expenditure (GAE), to meet any unforeseen demands. The uncommitted reserve balance of £0.203 million is not significantly below the target level of 0.5 million.
11. Under the Police and Fire Services (Finance) (Scotland) Act 2001, the Board is entitled to carry forward unused in-year amounts to the value of 3% of the contributions paid into the Board's general fund in the year. The Board is also entitled to carry forward cumulative unused amount to the value of 5% of the contributions paid into the Board's general fund in the year. The Board's balances remain within these allowances.
12. Capital expenditure totalled £1.732 million, against a budget of £2.189 million, and was funded by government grant of £1.567 million and capital receipts of £0.165 million.

Issues arising

13. The Board's unaudited financial statements were submitted to the Controller of Audit prior to the deadline of 30 June. Final accounts preparation procedures and working papers were good and this enabled the audit to progress smoothly.
14. Audited accounts were finalised prior to the target date of 30 September 2007 and are now available for presentation to the Board and for publication. The financial statements are an essential means by which the Board accounts for its stewardship of the resources made available to it and its financial performance in the use of those resources.
15. Local authorities in Scotland are required to follow the Code of Practice on Local Authority Accounting in the United Kingdom – A Statement of Recommended Practice (the 'SORP'). Some minor adjustments were made to the figures included in the unaudited accounts made available for public inspection. None of the adjustments made had an impact on the surplus achieved in the year.

Legality

16. Each year we request written confirmation from the Treasurer that the Board's financial transactions accord with relevant legislation and regulations. Significant legal requirements are also included in audit programmes and checklists. The Treasurer has confirmed that, to the best of his knowledge and belief and having made appropriate enquiries of the Chief Constable and the Senior Management Team, the financial transactions of the Board were in accordance with the relevant legislation and regulations governing its activities.
17. There are no additional legality issues arising from our audit which require to be brought to members' attention.

Statement on the system of internal financial control

18. The 2006/07 financial statements include a Statement on the System of Internal Financial Control which highlights the Treasurer's view that the Board has in place sound systems of internal financial control, with no material weaknesses identified, and that mechanisms are in place which would identify and address any material areas of weakness on a timeous basis. The statement complies with accounting requirements and is consistent with the findings of our audit.

Future outlook

Pension liabilities

19. Accounting for the costs of pensions presents a difficult challenge. The amounts involved are large, the timescale is long, the estimation process is complex and involves many areas of uncertainty that are the subject of assumptions. In addition, the government is currently considering major changes to public sector pension schemes, with one of the aims being to provide an affordable, secure and sustainable benefit structure.
20. Financial Reporting Standard 17 (Retirement Benefits) is based on the principle that an organisation should account for retirement benefits at the point at which it commits to paying them, even if the actual payment will be made years into the future. This requirement results in very large future liabilities being recognised in the annual accounts.
21. The police officers' pension scheme is unfunded and, therefore, has no assets to be valued. Note 9 to the Balance Sheet highlights that the present value of scheme liabilities at 31 March 2007 is £327.900 million. As the scheme is unfunded, the pension liability will fall to be met by serving police officers' contributions and by government grant and constituent authorities' contributions.

22. The Board's estimated pension liabilities for support staff at 31 March 2007 exceeded its share of assets in the Falkirk Council Pension Fund by £4.225 million. The full actuarial valuation of the Falkirk Council Pension Fund at 31 March 2005 recommended that the overall net liability be recouped through increased employers' contributions. The Board's contributions will increase from 240% of employees' contributions in 2006/07 to 270% in 2007/08 and 295% in 2008/09.

Efficient government

23. The Board recognises "the challenging financial climate affecting the public sector" and "the national Efficient Government agenda and its contribution to the Justice Division's targets". The *Vision 2010* project aims to review the Board's financial management processes including additional funding through projects and partnerships, income generation and maximising efficiency savings. Although there is a clear objective of maximising net income generation opportunities as well as seeking further cash efficiency savings where possible, work in this area is ongoing.

Key risk area 1

SORP 2007

24. Overall the Board is well placed to continue to prepare annual financial statements in accordance with accounting and statutory requirements. It has responded positively to audit issues and to changing accounting rules. Challenges ahead include incorporating further changes that have been made to the 2007 SORP e.g. the introduction of a revaluation reserve and a capital adjustment account.

Key risk area 2

Governance



25. In this section we comment on key aspects of the Board's governance arrangements during 2006/07 and provide an outlook on future governance issues.

Overview


26. Corporate governance is concerned with structures and processes for decision-making, accountability, control and behaviours at the upper levels of the organisation. External audit concluded last year that whilst the Board's corporate governance arrangements are fairly robust there are a number of areas with scope for improvement which, if addressed, would bring the Joint Board's corporate governance regime in line with best practice covering:

- audit committee good practice;
- risk management arrangements; and
- the introduction of internal financial procedures.

27. Progress has been made in these areas over the past year, including the drafting of a risk register. There are, however, some issues which still require to be taken forward including:

- there have been significant changes in the Board membership due to the Council elections in May 2007. The Board should take this opportunity to re-examine its political management structure to ensure the governance and scrutiny arrangements in place are fit for purpose.
- structured training for members on policing issues, members' scrutiny role and members' responsibilities under Best Value legislation has yet to be undertaken. A training needs analysis has been undertaken and training programmes are scheduled to be delivered later in the year;
- the completion of the Board's risk register and the formalisation of an over-arching risk management strategy, followed by the embedding of risk management in strategic and operational planning activity;
- ensuring that the Board's Committee and Sub-Committee agendas are accessible on the Board's internet site prior to the meetings with minutes of meetings available on the website;
- continuing the ongoing review to ensure comprehensive financial procedures are in place; and
- the need for the Board to assess its key systems in relation to computer security and to prepare business continuity plans.

Key risk area 3

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28. Internal audit plays a key role in the Board's governance arrangements, providing an independent appraisal service to management by reviewing and evaluating the effectiveness of the internal control system. The Board's internal audit service is provided by Stirling Council.
 29. Each year we undertake an overview of internal audit arrangements which includes an assessment of whether or not we can place reliance on internal audit work in order to reduce our own input. We are pleased to conclude that internal audit work within the Board is of a sufficient standard to allow us to rely on it.

Anti-fraud and corruption arrangements


30. The Board's Central Scotland Police Professional Standards Policy and the Central Scotland Police Ethics Policy cover the requirements of an anti-fraud and corruption strategy which contribute to sound arrangements to prevent and detect fraud and corruption.

National Fraud Initiative

31. In 2006/07 the Board again took part in the National Fraud Initiative (NFI) in Scotland. NFI brings together data from councils, police and fire and rescue boards, health bodies and other agencies, to help identify and prevent a wide range of frauds against the public sector. These include housing benefit fraud, occupational pension fraud and payroll fraud. The NFI has generated significant savings for Scottish public bodies (£27M to 2005) but, if fraud or overpayments are not identified by a body, assurances may be taken about internal arrangements for preventing and detecting fraud.
32. The NFI 2006/07 results (data matches) were made available to audited bodies via a new secure web-based application. Participating bodies follow up the matches, as appropriate, and record the outcomes of their investigations in the application.
33. We monitored the Board's involvement in NFI 2006/07 during the course of the audit and are pleased to note that the Board has completed a significant proportion of data matches with no significant losses identified to date.

Systems of internal control

34. Reliance was placed on the work of internal audit in 2006/07 to evaluate a number of key systems in place within the Board. Internal Audit highlighted a number of key recommendations in relation to the control environment in relation to income, creditors, payroll and the risk management arrangements which were summarised in the Statement on the System of Internal Financial Control within the audited accounts. In his annual audit report, the Audit Manager confirmed that '*reasonable assurance can be placed upon the internal controls in operation throughout the Force*'.



35. As part of our work to provide an opinion on the financial statements we assessed the extent to which we could gain assurance on a number of the Board's main financial systems. Our overall conclusion was that high level controls exist and operate effectively in a number of key systems. We identified some specific areas of risk exposure and carried out additional testing to determine whether these had resulted in any material error or misstatement. The risk exposures include:

- the accounts split the income and expenditure of the Board on the basis of an activity analysis carried out several years ago. The Board should consider whether this activity analysis is still appropriate;
- segregation of duties in relation to cash income and banking is not always being implemented;
- the Board completed a review of its asset registers at the year end which highlighted adjustments that were required to the registers and the accounts. We were therefore unable to place reliance on controls throughout the year in relation to capital accounting. This resulted in an increase in our testing to confirm the completeness, existence, accuracy and valuation of the fixed assets entries in the final accounts.

Future outlook

36. In the coming years the Board faces challenges to improve its governance arrangements, including:

- ensuring scrutiny arrangements are fit for purpose; and
- continuing the development of risk management throughout the organisation.

Performance

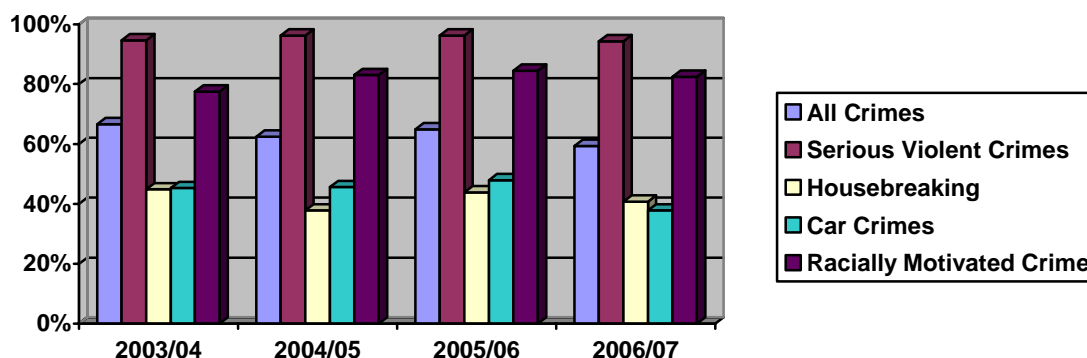


Statutory performance indicators

37. The Board has a statutory duty to collect, record and publish specified performance indicators and, so far as is practicable, ensure they are accurate and complete. The Accounts Commission issues a Direction each year detailing the statutory performance indicators (SPIs) that require to be published and external auditors review the Board's arrangements and return details of the indicators, including an opinion on their reliability, to Audit Scotland headquarters to enable compilation of national reports on performance.
38. Our assessment of the Board's statutory performance indicators highlighted that the arrangements for collection, recording and publication were reliable. Audit Scotland will publish their national report on 2006/07 performance later in the year.

Percentage of crimes cleared up

39. The level of crime cleared up is a key indicator in measuring police effectiveness. The SPIs show that after having increased the percentage of all crimes cleared up in 2005/06, there has been a reduction in clear up levels in 2006/07 from 64.9% to 59.4%. Performance in this area compares favourably with the Scottish average for 2005/06 of 45.7% (2006-07 national averages are not yet available).



Number of people killed or injured as a result of road accidents

40. National targets have been set for a reduction in those killed or injured as a result of road accidents, using figures from 1994 to 1998 as a baseline. The Board has met and exceeded the targets set for reducing serious injuries with:
- a 41% reduction in the number of people killed or seriously injured (target 33%); and
 - a 59% reduction in the number of children killed or seriously injured (target 40%).

41. The levels of reductions in slight injuries has slowed compared to previous years (a reduction of 1% compared to 12 % in 2005/06), however we have been advised that the Board remains on target to meet the national 2010 target.

Racially Motivated Incidents

42. Up to 2006/07, the level of racially aggregated crimes cleared up has shown an improvement in each year since the introduction of the SPI in 2004/05. The level has deteriorated slightly in 2006/07 (from 84.5% to 82.5%), however the level compares favourably to the 2005/06 Scottish average of 69%.

Drug Offences

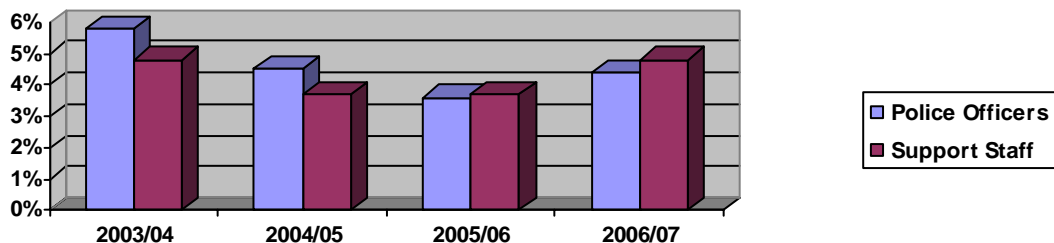
43. The number of recorded offences for supply and possession with intent to supply class A drugs has increased to 236, a 146% increase on the average number between 2000 and 2003. This compares to a national target to increase the number of detected offences by 10%.

Proportion of 999 calls answered within ten seconds

44. In 2005/06 the Board was able to answer 86.8% of all 999 calls within 10 seconds (the Scottish average was 88.5%). In 2006/07 performance has improved, with the Force answering 92.4% of all 999 calls within 10 seconds.

Proportion of working time lost due to sickness absence

45. In previous years SPIs have highlighted improved levels of sickness absence for both police officers and support staff. The improving trend in levels of absence for police officers has reversed, moving from a level of 3.6% in 2005/06 to 4.4% in 2006/07 (the 2005/06 national average was 4.5%). The sickness absence level for support officers has also increased, from 3.7% in 2005/06 to 4.8% in 2006/07 (the 2005/06 national average was 5.1%):



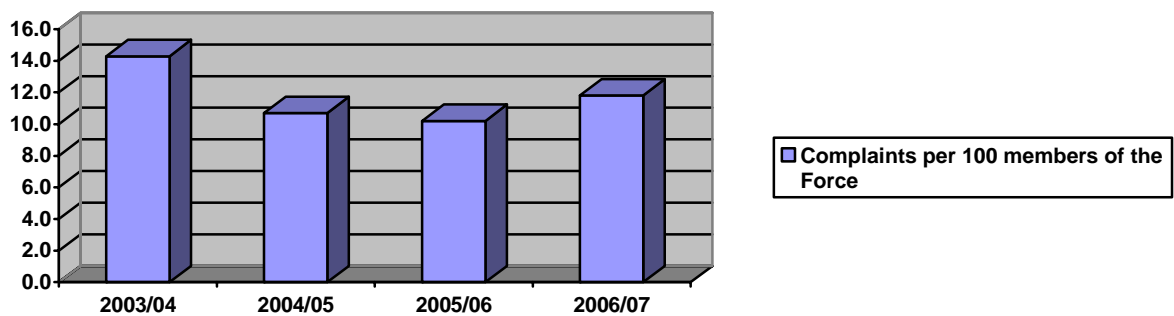
Police reports sent to the Children's Reporter and Procurator Fiscal

46. A national target of 10 working days after caution/charge has been set for the time taken to submit police reports to the Children's Reporter. The Force achieved a submission rate of 82% for reports sent to the Children's Reporter within target. In relation to the submission of reports

to the Procurator Fiscal, the Crown Office and Procurator Fiscal Service and ACPOS have agreed that Forces should aim to submit 80% of reports within 28 calendar days. The Force fell short of this target in 2006/07 with 77% of their reports being sent to the Procurator Fiscal within target.

Number of complaints

47. After a number of years of improvement in the number of complaints against the Force, there has been an increase in the number of complaints in 2006/07 from 10.2 complaints per 100 members of the Force to 11.8:



Key risk area 4

Performance outlook – opportunities and risks


48. In the course of our audit work we identified some of the strategic risks to the Board delivering on its stated objectives and priorities in the years ahead. These risks were set out in our 2006/07 Audit Plan. In the following paragraphs, we comment on the progress made by the Board during the year and the key risks yet to be fully addressed.

49. **Effective strategic planning:** requires a clear link between the financial plan and the Board's corporate plan to transparently match the organisation's resources to priorities. We were informed that for the 2006/07 business planning programme, a "bottom up" process from departments within the force was adopted, together with a structured consultation process which identified business needs and priorities and informed the resource requirement. We understand that work is ongoing in this area.

Key risk area 5

50. **Performance Management:** has in the past tended to be heavily based on national targets and SPIs. A national performance framework was recently introduced to provide consistent reporting of police performance. The framework encourages Joint Boards to include measures which are directly linked to local priorities and needs. Local measures have been incorporated within the Scottish Policing Performance Framework adopted by the Board and have been approved by the Board. Local measures will be further developed for future years.

Key risk area 6

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51. **Public Performance Reporting:** the main mechanism for reporting police performance to the public has been the Chief Constable's Annual Report. In common with many public sector bodies, the Board is still developing its Public Performance Reporting processes.

Key risk area 7

52. **Best Value Reviews:** the Board has recently reviewed its Best Value Review programme. The Best Value Review programme is monitored by the Force Performance & Improvement Board which provides a mechanism which ensures that the programme leads to actual improvements in delivery of services. A report on "Force Improvement and Change" was considered by the Best Value & Audit sub committee in October 2007. We intend to monitor the outcome of the Force Performance & Improvement Board monitoring activity in 2007/08.
53. **Workforce Planning:** The Board's *Vision 2010* identifies workforce modernisation as a key element of delivering its vision. This, coupled with the Joint Board's philosophy of maximising the number of front line police officers, emphasises the need for a workforce plan/strategy, linked to the Board's corporate and financial planning processes. Work in this area is ongoing.

Key risk area 8

National studies

54. Audit Scotland carries out a national study programme on behalf of both the Accounts Commission and the Auditor General for Scotland. A report of direct interest to the Board is set out in paragraphs 55 – 57 below. Further information on the study and report can be obtained from Audit Scotland's web page at www.audit-scotland.gov.uk

Police call management

55. All Scottish police forces have recently centralised how they manage calls from the public. More calls to the police are now being answered and members of the public are generally satisfied with the service they receive when they call. However, limited performance information means forces are unable to demonstrate whether the new arrangements are delivering value for money or fully achieving the anticipated benefits. The lack of a national strategy has resulted in wide variations in approach.
56. Audit Scotland undertook a national study earlier this year to review how police forces manage calls from the public. Audit Scotland reported their findings from the review in September 2007, setting out six key messages:
- the police received 5.8 million calls from the public in 2006/07, but different recording practices across Scotland make it difficult to form a national picture of the types of calls the police receive.

- the police and other public sector organisations need to improve public understanding about how to access non-emergency services.
- since 2000/01, there has been £30.1 million capital investment in police call handling. There was no national strategy during this time, and forces adopted very different approaches as a result.
- Forces face a continuing challenge to match staffing levels to demand. They also need to do more to understand and address the training needs of staff.
- people are generally satisfied with the response they receive when they call the police but they are less satisfied with how they are kept informed about the issue they had called about.
- new IT systems are providing better information on call handling, but consistent performance information to support benchmarking and inform strategic planning at both national and local levels is limited.

57. The report makes a number of specific recommendations to assist forces improve the efficiency and effectiveness of how they manage calls from the public. Audit Scotland will be following up this study in three years time to assess the improvements made by the police forces.

Key risk area 9

Future outlook

58. The Board's performance during 2006/07 as measured by SPIs has been mixed. Particular areas for continuing attention in the coming years are the need to meet national targets for the reduction in serious violent crimes and to improve the clear up rate for serious violent crimes and housebreaking.
59. The Board face a number of challenges to achieving its corporate objectives, including the need to have effective strategic planning processes, effective performance management systems and effective workforce planning processes. Work is ongoing in these areas and the Board is committed to developing an effective infrastructure for performance management through the operations of its Force Performance & Improvement Board.
60. The national performance audit study on police call management has identified a number of recommendations to improve how police forces manage calls from the public. Information on the police call management study and report can be found on the Audit Scotland website www.audit-scotland.gov.uk. The Board should take the opportunity to review their own arrangements in light of the recommendations made by the study.

Appendix A: Action Plan

Key Risk Areas and Planned Management Action

Action Point	Refer Para	Risk Identified	Planned Management Action	Responsible Officer	Target Date
1	23	<p>Efficient Government</p> <p>The Board recognises “the challenging financial climate affecting the public sector” and “the national Efficient Government agenda and its contribution to the Justice Division’s targets”. Work is ongoing in this area</p> <p><i>Risk: efficiency savings may not be achieved exposing the Board to financial risk and impeding the process of change.</i></p>	<p>The following process of driving and capturing efficiency savings has been instigated :</p> <ul style="list-style-type: none"> • "Improvement & Efficiency" is a standing Agenda Item on every monthly Area Command and Departmental Team meeting as well as the Area Commanders Meeting, Corporate Management Heads of Department Meeting and the Force Performance and Improvement Board. • A template has been designed for the notification of any "Improvement & Efficiency Action." • Templates are submitted by e-mail to the Sergeant, Strategic Development for recording in the Force Improvement Database and then forwarded to the Finance Department to quantify the financial extent of the efficiency saving. • Strategic Development ensure the sharing of good practice is fed back out across the Force as well as regular updates on the level of actual gains compared to target 	Superintendent Strategic Development / Director of Finance & Resources	March 2008

Action Point	Refer Para	Risk Identified	Planned Management Action	Responsible Officer	Target Date
2	24	<p>Financial Reporting</p> <p>Changes have been made to the 2007 SORP which may impact on the presentation of the 2007/08 annual financial statements.</p> <p><i>Risk: in the event of insufficient preparation, the 2007/08 financial statements may not comply with accounting requirements.</i></p>	The Finance Department will put in place a plan to ensure that the appropriate individuals are adequately conversant with the changes made to the 2007 SORP to enable compliance	Finance Manager	February 2008
3	27	<p>Governance improvements</p> <p>Additional steps need to be taken to further improve governance arrangements. Areas which would merit review include:</p> <ul style="list-style-type: none"> • the political structure and scrutiny arrangements • training for members • risk management processes (including risk management strategy, risk register and embedding risk management in strategic and operational management); • website access to Committee and Sub-Committee agendas and minutes • ongoing review of financial procedures; and • review of key systems in relation to computer security and business continuity plans <p><i>Risk: weaknesses in corporate governance arrangements could expose the Board to financial risk and lead to a failure to deliver Best Value and continuous improvement.</i></p>	<p>The new Board membership is now in place which reflects the political landscape across the 3 constituent authorities, as per the Standing Orders. Additionally, the sub-groups have also been re-constituted and members have received training specifically in relation to Best Value to enable appropriate scrutiny in the Best Value and Audit Sub-Committee. Additionally, a wider training needs analysis has been conducted and a programme of events is being put in place.</p> <p>The risk management arrangements continue to be developed.</p> <p>A website is also being developed which will provide information in relation to membership and meeting minutes etc.</p> <p>The financial procedures are subject to continuing review and business continuity is being further developed with tests planned.</p>	Clerk, Treasurer, Director of Finance & Resources and Chief Superintendent Specialist Services	Ongoing

Action Point	Refer Para	Risk Identified	Planned Management Action	Responsible Officer	Target Date
4	37-47	<p>Statutory Performance Indicators</p> <p>Performance against the reported statutory performance indicators is variable. A review of these indicators and the preparation of an improvement plan would provide a platform for improving these indicators.</p> <p><i>Risk: without an improvement plan there may be no reversal of deteriorating performance.</i></p>	<p>All SPIs have been integrated into the Force's local performance framework 2007/08.</p> <p>Performance is reported on a quarterly basis to the Force Performance & Improvement Board where corrective actions are agreed as required.</p>	Deputy Chief Constable	Ongoing
5	49	<p>Strategic Planning</p> <p>Effective strategic planning requires a clear link between the financial plan and the corporate plan to transparently match the organisation's resources to priorities. Work in this area is ongoing.</p> <p><i>Risk: the absence of clear integration of the financial planning and corporate planning processes could result in resources not being targeted to priorities</i></p>	<p>As part of the Strategic Planning process the financial constraints have been identified at the outset.</p> <p>A structured process of strategic plan development involves a direct formal input from the Finance Manager throughout.</p> <p>The culmination of the process incorporates an executive review of the strategic plan involving the Director of Finance & Resources</p>	Chief Superintendent, Corporate Management Division	March 2008
6	50	<p>Performance management</p> <p>A national performance framework was recently introduced to provide consistent reporting of police performance. The framework encourages the inclusion of local indicators. The Board has adopted a number of local indicators but intends to further develop this in future years.</p> <p><i>Risk: the local dimension may not be adequately measured in determining police performance in Central Scotland.</i></p>	The Force has a long standing track record of identifying and measuring local performance issues and has developed a series of local indicators for inclusion in its local framework for 2007/08.	Chief Superintendent, Corporate Management Division	Ongoing

Action Point	Refer Para	Risk Identified	Planned Management Action	Responsible Officer	Target Date
7	51	<p>Public performance reporting</p> <p>The main mechanism for reporting police performance to the public has been the Chief Constable's Annual Report. In common with many public sector bodies, the Board is still developing its Public Performance Reporting processes.</p> <p><i>Risk: insufficient information may be provided to the public in informing them of police performance.</i></p>	<p>The current public performance reporting mechanism is comprehensive.</p> <p>Development continues and in 2007/08 the force has consulted with 5,000 members of the community on the content of the PPR.</p> <p>The results of this will influence the 2007/08 PPR and will be reflected in the Force's PPR future development.</p>	Chief Superintendent, Corporate Management Division	Ongoing
8	53	<p>Workforce planning</p> <p>The Board is aiming to modernise its workforce arrangements and maximise the number of front line police officers. The creation of a workforce plan/strategy, linked to the Board's corporate and financial planning processes is essential to this aim.</p> <p><i>Risk: progress in the modernisation of the force and maximisation of front line police officers may be hindered in the absence of a workforce plan/strategy.</i></p>	<p>As part of Vision 2010, the Force is developing a workforce plan which will identify the minimum desired level of police officers and an optimum mix of police officers and police staff. In conjunction with this patrol plans are being reviewed across the Force. Additionally, a recruiting plan is being developed.</p>	Head of Human Resources Department, Chief Superintendent Operations and Director of Finance & Resources.	April 2008
9	57	<p>Police call management</p> <p>Audit Scotland has carried out an initial review of police call management in Scotland. Various recommendations have been made in its report and it is anticipated that the Board would review its arrangements in light of those recommendations.</p> <p><i>Risk: the Board may not be managing police calls effectively.</i></p>	<p>The Force has carried out a Best Value Service Review of Resource and Demand Management which incorporates call management. Many of the early recommendations are designed to improve the public/police interface at first point of contact. All of the recommendations are being considered and prioritised in the context of all competing demands within the Force.</p>	Assistant Chief Constable	Ongoing