

# POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

PAPER MARKED

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Report of	OFFICE OF POLICE & CRIME COMMISSIONER
Subject	OPCC RISK REGISTER & ASSURANCE FRAMEWORK
Date	WEDNESDAY 26 JUNE 2013 – 2.45 P.M.
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## **Purpose of Report**

1. To provide the Joint Audit, Risk and Assurance Panel (JARAP) with a refreshed risk register action plan and with an update on progress being made towards producing an assurance framework for both the Office of the Police and Crime Commissioner (OPCC) and the Office of the Chief Constable (OCC).

## **Recommendation**

2. It is recommended that the JARAP notes the progress being made and comments on the action plan and the approach to assurance being taken.

## **Update**

3. At previous meetings of the JARAP, members have received the risk register, the action plan and a proposal in regard of producing an assurance framework. Comments made by the JARAP members have been accommodated, as well as further activity having been undertaken.
4. The attached risk register action plan (Appendix A) shows the activity that has been undertaken since the last update. While this is significant, more actions are required to not only mitigate the risks, but also to produce a sharper risk register. Furthermore, specific discussions are required to assess the overall impact of activity so far on the residual risk scores. This is likely to be via a risk workshop with the OPCC team and then a challenge session with JARAP members.
5. As reported at the last meeting of the JARAP, in order to provide the JARAP, Police and Crime Commissioner (PCC) and Chief Constable with assurance over key processes, an assurance mapping exercise is being undertaken.
6. Assurance mapping requires the identification of key sources of assurance that provide confidence that key processes, physical mechanisms/installations and regulation are being applied and complied with. For example, these sources of assurance could be management inspections or checks, management information reports, internal audits and other external inspections.

7. An exercise is being carried out that will map the assurance landscape for the OPCC and OCC, and help to identify those activities where the JARAP, PCC and Chief Constable do not currently have assurance or where the assurances are weak.
8. To date, the assurance mapping exercise has been started focusing on two pilot areas of Information Quality and People. More specifically we are mapping assurances regarding:

Information Quality

- Incident Reporting
- Performance Information
- Assurances over the effectiveness of Quality Assurance
- Records & Systems Management

People

- Vetting including reference and CRB Check
  - Performance/Appraisal Process
  - Training & Development
  - Leaver management
  - Human Resource Records Management
  - Recruitment Process
9. During May Initial discussions have been held involving OPCC and Force officers to identify the key data sources that are being utilised and a process of identifying the key sources of assurance is currently being completed. It is expected that the outcomes of the assurance exercise will be reported to the next JARAP.

**Implications**

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|------------------------------|--|
| Financial :                  | resource requirements to enable development and implementation of the above can be found from existing budgets.  |
| Legal :                      | the completion of an assurance framework will assist the OPCC and OCC to work in accordance with the Financial Management Code of Practice. It will also assist the JARAP to fulfil its purpose. |
| Equality Impact Assessment : | none.  |
| Risks and Impact :           | the completion of the framework will assist in mitigating risks to the OPCC and OCC.   |

Link to Police and Crime Plan : the framework will assist in mitigating risk and hence will support the overall achievement of the objectives of the Police & Crime Plan.

**List of Attachments / Appendices**

Appendix A: Risk Register Action Plan

**Background Papers**

Corporate Risk Register as presented to the JARAP on 12 March 2013

**Person to Contact**

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Risk Item 1 Failure to manage public expectations of the PCC role						Current Risk Score - 12
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Develop a proactive public communications strategy	A proactive communications strategy has been developed and is being followed through (document attached).	Rebecca Watson	Apr-13	Following the strategy will ensure a consistent and continuous programme of communication which will increase awareness of the Commissioner's role	The OPCC has undertaken a number of activities contained in the Plan and an update on this is being presented to the JARAP
2	Develop a proactive community engagement strategy	A proactive community engagement strategy has been developed	Rebecca Watson	Mar-13	Following the strategy will ensure a consistent and continuous programme of communication which will increase awareness of the Commissioner's role	A proactive community engagement strategy has been developed and is being followed through (document attached). More resource is required to fully undertake the actions within. An update on this strategy is being presented to the JARAP.
3	Increase proactive use of website and other media	The website technology has been implemented and is being utilised on a daily basis. More use needs to be made of it give easy access routes to answer frequently asked questions.	Rebecca Watson	Ongoing	Proactively using new and social media allows us to instantly update the public and media on news from the OPCC and interact with those who have online access.	The website continues to be updated on an almost daily basis with news and relevant documents/information. We also have two Twitter accounts in operation – one for the OPCC with corporate information (880 followers) and one which Sir Clive updates himself (1,115 followers). Both are used several times a week. We also have a Facebook page, although this is not being widely used by the public. The publications scheme has been reviewed and is now on the website, along with a number of other publications required by the scheme
4	Facilitate the PCC's public presence and impact (including support and development for PCC and staff)	Focus diary activity on those events only the PCC can undertake. Ensure that all staff are aware of relevant opportunities.	Rebecca Watson	Ongoing	Going out into the community shows that the Commissioner is a "PCC for all" and gives those who cannot travel far, or can/will not use online media, the opportunity to engage face-to-face with the OPCC in their community.	A series of events has been booked into the PCC's diary for Forums on specialist subjects and for public 'surgeries'. The Commissioner also regularly visits groups and organisations on an ad-hoc basis, when invited to do so – many of which are open to media. The OPCC also had a presence at the Force Family Open Day in order to heighten the profile to that audience.

Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
5	Secure the appropriate capability and capacity to support the engagement process	Recruit permanent and suitably qualified staff to undertake these key roles	Paul Stock	Jun-13	Appropriate capacity will enable the PCC and OPCC to engage actively and effectively with people and communities.	This is now a focus of activity as the current temporary post holder has left for a new role, recruitment for a temporary post holder is underway and only limited support is available from the Force.
6	Actively foster positive relations with the media/press	Actively seek opportunities to engage with the media/press	Rebecca Watson	Ongoing	Maintaining an open and honest relationship with the media is crucial to continuing positive or neutral coverage which explains and informs the public on the activities and decisions of the OPCC.	As above, this area is a focus of activity due to a temporary lack of dedicated expertise in the OPCC.
7	Apply a proportionality mechanism for dealing with public enquiries to ensure best use of PCC time and resources	Review all requests for PCC attendance at events to ensure that his time is used to maximum effect.	Angela Perry	Ongoing	Ensuring that the PCC attends the most relevant events will maximise his impact and therefore support the aim of managing the public expectations of the role	Requests for PCC attendance controlled by Head of Governance in discussion with Engagement Officer where necessary. PCC diary commitments colour coded and linked to strategic priorities within the Plan. May 2013 – CycFreedom case management system implemented. Four staff trained. System allows for all correspondence to be logged and case managed. One member of staff designated as being lead officer. System being amended to accommodate all categories applicable to OPCC. Provides audit trail for all actions undertaken.

Risk Item 2 Over-burdensome scrutiny diminishes effectiveness of the PCC						Current Risk Score - 12
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Further proactive work with the PCP to enhance relationships and avoid over-burdensome scrutiny	Discussions are currently taking place with the secretariat of the PCP to schedule appropriate meetings with relevant agendas. In this way the PCP can be assured of access to necessary information and the OPCC can plan effectively	Paul Stock	During June/July 2013, to create plan for 2013/14	Effective planning will provide assurance to the PCP and reduce the likelihood of over burdensome scrutiny.	Next meeting scheduled for 26 June and further meeting being planned for September. Subsequent dates also being pursued.
2	Enhanced proactive work with Local Government partners for the purpose of strengthening relationships	Work is ongoing through the Strategic Partnership Board (SPB), and its Working Group, to redesign the terms of reference and supporting structure for the SPB. PCC increasing the amount of time spent with partners	Paul Stock	May-13	Improved engagement through the SPB will assist in improving relationships and confidence, and hence joint working in areas of mutual benefit.	New terms of reference have been agreed by the SPB, including the creation of an Executive Board to take detailed matters forward. Next meeting scheduled for 1 July
3	Effective recruitment, induction and development of new JARAP members	Recruitment successful and complete Induction to be undertaken	Peter Lewis	Induction complete by end September	JARAP Chairperson and members feel equipped for and supported in their role.	Recruitment completed and one induction session carried out. Some training on the accounts will take place on 28 June. Regional training delivered by CIPFA to take place in September, and a further session on risk being planned.
4	Develop a JARAP work programme	Proposed work programme was presented to and agreed by the interim JARAP at their meeting in March 2013.	Peter Lewis	Complete	Structured work programme in place to provide assurance to the Panel that relevant items will be covered in a timely manner	Several papers relating to the work plan are being delivered to the meeting on 28 June

Risk Item 3 OPCC Corporate Governance Failure						Current Risk Score - 6
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Embed new governance arrangements	Put in place a range of meetings and guidance that enables the PCC to make, and be seen to make, well founded decisions and to fulfil his statutory and other duties	Angela Perry	Apr-13	Sound operations, strategic guidance and decision making are essential to fulfilling the duties of the PCC	Corporate Governance Framework revised and approved for implementation, based on further advice from Legal Services, internal audit and external audit and the JARAP. For meetings, see below.
2	Enhance the use of the Executive Board and review effectiveness on a cyclical basis	Put in place a meeting structure that supports advice and guidance to, and decisions by, the PCC	Angela Perry	Apr-13	Sound decision making is enabled, and is seen to be undertaken	Discussion taken place between PCC and CC at 1-2-1 meeting on 15 April 2013. Agreed that current arrangement not effective. New Terms of Reference for an internal Strategic Assurance Board were presented to Executive Board May 2013 for approval. Review of new arrangements to be undertaken within overall governance review Autumn 2013.
3	Recruitment to agreed structure to enhance governance and control including appropriate competences and skills	Specify and recruit appropriately skilled staff to support the OPCC	Angela Perry	Apr-13	Effective and efficient staffing enables the work of the OPCC to be undertaken, with researched options being offered to the PCC for decision making.	Two new Governance Support Officers appointed. Selection based on competencies outlined the Person Specification for the role. A week's induction course carried out for first week in post.

Risk Item 4 Failure to maintain ethical standards and integrity in policing and OPCC activity						Current Risk Score - 8
Action Number	Action	Component Actions	Owner		Impact	Action Update
1	Embed the OPCC Code of Conduct and Corporate Governance Framework	Prepare the Code of Conduct & Corporate Governance Framework. Ensure awareness of key staff.	Angela Perry	30-Sep-13	Promoting the values of the PCC and Force and demonstrating values of good governance through upholding high standards of conduct and behaviour is contained within the Corporate Governance Framework. The Police & Crime Plan sets out the PCC's expectations of staff to abide by the Nolan Principles for Standards in Public Life.	Code of Conduct covered in induction course for new starters.
2	Ensure recruitment and induction process for OPCC staff is robust	Design induction programme for OPPC. Influence inductions package for all police staff as is currently undertaken by Learning & development team.	Angela Perry	30-Jun-13	Sound induction enables staff to understand their environment & behaviours and tasks expected of them.	Recruitment to all posts within OPCC based on competencies within Person Specifications for the roles. Force HR Officer has been involved and advised on all recruitment. An induction programme for all staff, including seconded staff from the Force, is drafted prior to arrival of individual. The programme covers a wide introduction to the OPCC and Force. For all posts recruitment has included a number of elements i.e., psychometric tests, presentations, desk top exercises, in addition to a formal interview. Engagement with Force Learning & development team to redesign induction course.
3	Develop a cyclical assurance plan for ensuring the on-going effectiveness of policing standards and integrity		Angela Perry	31-Aug-13	To be addressed through the Strategic Assurance Board meeting held between the PCC and COG. This will include oversight of the action plan of the HMIC report 'Without Fear or Favour'. The JARAP Terms of Reference include the adequacy of arrangements for ensuring compliance with relevant regulatory, legal and code of conduct requirements and fraud and corruption and other relevant bodies or professional standards.	Strategic Assurance Board terms of reference designed and first meeting held.



Risk Item 5 Failure in accountability of the PCC, i.e. doing the right thing at the right time and holding the Chief Constable to account.						Current Risk Score - 6
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Create clarity on decision making process in the absence of the PCC	Seek Legal Services guidance on way forward.	Angela Perry	Complete	The Corporate Governance Framework provides for delegation to the Chief Executive Officer and clarity on the areas of decision making. The police and crime panel is authorised to appoint a member of OPCC staff to fulfil PCC functions during an extended absence.	Complete
2	Improving briefing on lines of enquiry for the PCC to hold CC to account	Identify lines of enquiry. Ensure that OPCC staff draft and deliver briefing notes to the PCC.	Angela Perry	Ongoing	Pcc is briefed and can fulfil duties expected of him.	A SPOC in place for the Force for all lines of enquiry relating to operational policing. Workshop with Executive Team for the Force took place on 9 May 2013 to discuss how to discuss working arrangements for the future. Actions identified and officers to lead. Another joint workshop to take place. Recruitment of two Governance Support Officers will increase capability and expertise of team in this area. Secondment of Performance Officer from Force and recruitment of Commissioning Officer will also increase expertise within the OPCC Team. All three individuals now in place.
3	Develop audit trail of PCC and CC meetings to evidence that the CC is being held to account effectively	Meetings are scheduled, and briefings prepared. Actions noted and followed up.	Angela Perry	Ongoing	Not only is PCC carrying out his duties but is seen to be carrying them out.	1-2-1 meetings between PCC and CC are diarised weekly. PCC works to agenda of issues to raise and discuss. Note of actions from the meetings is produced and distributed to PCC/CC/CEO/CFO. Issues not resolved from previous meetings brought forward. Issues requiring wider discussion will be brought to internal Strategic Assurance meeting
4	Develop systematic and structured discussions between PCC and CC		Angela Perry/ Paul Stock/ Peter Lewis	In place and ongoing	Effective engagement seeks to enable better work planning and relationships	1-2-1 meetings between PCC and CC are diarised weekly. PCC works to agenda of issues to raise and discuss. Note of actions from the meetings is produced and distributed to PCC/CC/CEO/CFO. Weekly meetings take place to ensure effective relationships and contact are maintained. Fortnightly meetings take place to ensure effective engagement on strategic and tactical matters

Risk Item 6 Lack of capacity in the OPCC						Current Risk Score - 9
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Recruit, induct and develop permanent resource	Identify the posts needed Draft and grade job descriptions Follow appropriate recruitment processes	Paul Stock	30th September 2013	Resources are put in place and can be developed to meet the requirements of the OPCC. This will address the capacity issues	Recruitment has taken place for Governance Support Officers and for the Senior Commissioning Manager. Recruitment underway for the CFO role, and the engagement and consultation roles are being redesigned ready for recruitment. Where necessary and appropriate temporary support from the Force is in place
2	Agree and implement with the PCC the OPCC Business Plan for 2013/14	Business Plan in draft and considered by OPCC Team. Full discussion planned on 16 May 2013 to finalise the document	Peter Lewis	30th June 2013	Clear agreement of and support for key priorities, tasks and accountabilities	After a useful team session on 16th May, further drafting of the business plan is underway
3	Use the Business Plan to agree clear lines of responsibility and accountability for the OPCC	Clear specifications of roles being recruited to will seek to ensure that recruits fulfil skills requirements. As posts are populated and the Business Plan and individual targets are agreed a skills analysis can be completed, with training following	Peter Lewis	31st July 2013	Staff are focused and skilled to be able to fulfil roles effectively	Some staff already have clearly identified targets, and others will be developed following agreement of the business plan
4	Complete skills analysis requirements for the OPCC	A measured approach to assessing the skills required in the office Interim / temporary arrangements in place to support that assessment When skills and capabilities are identified, then solutions are discussed - e.g. secondment, recruitment, etc	Peter Lewis	31st July 2013	Clear specifications of roles being recruited to will seek to ensure that recruits fulfil skills requirements. As posts are populated and the Business Plan and individual targets are agreed a skills analysis can be completed, with training following. Staff are focused and skilled to be able to fulfil roles effectively.	As above, recruitment of several posts has been completed and others are underway. A further report on this is on the JARAP agenda for this meeting
5	Undertake OPCC Team development sessions to focus and develop the workforce	First team session takes place on 16 May, focused on the Business Plan. Others will follow as the vacancies are filled on a permanent basis	Peter Lewis	31st August 2013	The OPCC team works together more effectively to produce even better results with the resources available	No further action yet undertaken on this

Risk Item 7 Fail to deliver Police and Crime Plan						Current Risk Score - 9
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Develop on-going review of effectiveness of partner delivery	Formal communication and performance relationship established with partners receiving transitional funding. Work almost complete	Sarita Adams	May-13	Good quality information will enable the OPCC to put in place effective commissioning arrangements.	Complete
2	Pursue rigorously the Change Programme with the Force in order to deliver a balanced MTFS (with regards savings and impact on service quality) including appropriate measures	Identify projected funding gap. Consider future vision of organisation. Consider change and how to deliver new vision whilst reducing costs. Ensure good liason between OPCC and OCC.	Peter Lewis	Stage dates are 09 May 2013 – strategic discussion. 28 May 2013 – strategic discussion. 30 June 2013 – options ready. 2nd July 2013 Key SAB Meeting	It is essential that the next version of the Plan, to be launched on 1 October, contains a balanced MTFS. The Change work is intended to deliver that.	Change programme work is developing with draft documents to be delivered w/c 24/6/13. Key meeting with PCC on 2/7/13 to discuss options.
3	Develop a mechanism for structured and controlled changes to the Plan	Police and Crime Plan Steering Group is in place, including representatives of OPCC, Force and partners. This will drive forward the next revision of the Plan, culminating in presentation to the PCP in September 2013	Paul Stock	30 June 2013 – options for change. 30 June 2013 – commissioning options. September 2013 - PCP.	In conjunction with 2 above, the revised Plan will be even more credible as it addresses the challenging funding situation	Several meetings of the Steering group have taken place and progress is being made on redrafting.
4	Develop a launch plan for the Police and Crime Plan	The launch of the Plan was through the PCP with some media coverage. The Commissioner will be promoting the Plan at the public events planned throughout the summer and a link straight to the Plan can be found on our website	Alice Oliver	Complete	Highlighting of the Plan at events and meetings will continue to increase knowledge and understanding of the Commissioner's aims and objectives	Complete. Publication of the Plan caused traffic to our website to more than double in early April.
5	Develop a summary version of Police and Crime Plan for general circulation	Summary prepared and cleared.	Alice Oliver	Complete	Producing different versions of the Plan will help all audiences from internal 'experts' to general public (including those with visual impairment) to understand the Plan	Complete. An executive summary of the Plan has been produced and is available from the office or on the website in regular and large print versions, for those with visual impairment (other versions are available on request).
6	Ensure clarity over roles and responsibilities for Crisis Management between PCC, CC and partners	Initial discussions to take place with Force experts to identify the scope of this work and where refinement is needed	Peter Lewis	Initial scoping meeting by 30 June 2013	Clarity of roles is created	Work to be undertaken.
7	Develop an on-going collaboration audit and assurance plan	Regional Chief Finance Officers are discussing this matter and have committed some of their internal audit days to an audit of the collaborative arrangements	Peter Lewis	30th June 2013	Regional PCCs can be better assured of the effectiveness and value for money of the collaborative arrangements	Scoping of the work underway through RSM team.

Risk Item 8 Data quality issues/failure						Current Risk Score - 6
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Review the findings of recent data quality review audits to understand current position	Further work is to be undertaken in this area to understand what assurance can be taken from the audit reports and follow up actions	Suzanne Houlihan	Jul-13	Operational and reputational risks are reduced. Recommendations can be made and actions raised to resolve any issues highlighted.	Initial engagement between the OPCC and the Data Quality Audit team has taken place. In addition, data quality is one of the pilot areas to test our assurance mapping approach.
2	Identify and communicate data requirements to the Force	Meet with stakeholders. Promote dashboard internally and externally	Suzanne Houlihan	31 May 2013 for first dashboard and then ongoing	Performance around the plan can be managed and monitored and challenged where necessary.	A performance dashboard has been designed and agreed between the OPCC and the Force. This will be produced for the first time in May. Monthly reviews of the management information gateway (MIG) to identify areas for the PCC to discuss with the Chief Constable in one to one sessions.
3	Develop an on-going data audit and assurance programme	Commission audit structure with Corporate Services Dept.	Suzanne Houlihan	Jul-13	Knowledge and awareness of operational data issues are standard. Issue raised can be swiftly and robustly managed.	A programme of work exists, but further review of the outputs is being undertaken. The pilot assurance review mentioned above will assist with this.

Risk Item 9 Fail to manage key relationships						Current Risk Score - 12
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Define and identify who the key partners are and align to Police & Crime Plan objectives	Developed six commissioning themes and confirmed key stakeholders within each. Relationships being built (meetings held/communication opened) with all relevant stakeholders. Victims and Witnesses theme less progressed and awaiting national guidance.	Sarita Adams	30th June 2013	Good foundation work has been completed, and now more detailed work, especially with partners, is required, to deliver commissioning intentions effectively.	Good foundations have been laid upon which to build the next version of the Plan and the supporting commissioning work. June 2013 - Completed and positive relationships now built and being strengthened
2	Find opportunities to better understand the complexities and interdependencies of the partner landscape	Analysis of all current commissioning/decision making structures and systems across the six themes. In progress.	Sarita Adams	30th June 2013	Partnerships will achieve mutual aims as efficiently as possible	Completed
3	Further develop the Police & Crime Plan in consultation with partners	The Plan issued before 31 March 2013 was completed in consultation with partners and this was noted at the PCP. Further versions will be developed in a similar manner	Paul Stock	First version complete. Second version to be completed by 1 October 2013	Partners feel involved in the development of the Plan and hence can support its priorities	Change programme work ongoing: Key meeting planned 2/7/13
4	Further strengthen the relationship between the PCC/OPCC and the Panel	Improved engagement on the final version of the Plan assisted in this aim. Continuing such engagement and supporting the PCP in its work will further assist. Work planning is referred to earlier	Sir Clive Loader	Ongoing	Effective engagement will assist both the PCC and the PCP to fulfil their functions	Engagement with partners during development of refreshed plan.
5	Prioritise efforts that will influence national policy and enhance the reputation of the OPCC	There is ongoing engagement at the national level through a variety of forums; e.g. APCC and APACE. Leics OPCC selected as a pilot for youth commission work	Paul Stock	Ongoing	Improved impact of the OPCC through learning and influencing the outcomes of pilots and other policy initiatives	Youth Commission Work ongoing.
6	Develop soft assurance mechanism(s)/network(s)	Some engagement to date with the HMIC, including a piece of work commissioned by the PCC on Regional collaboration. More arrangements to be investigated and implemented.	Paul Stock	Ongoing	Assurance to be drawn when work is undertaken and complete	Regional efficiency work underway. HMIC review of regions underway.

Risk Item 10 Poor and Ineffective Commissioning						Current Risk Score - 12
Action Number	Action	Component Actions	Owner	Target Date	Impact	Action Update
1	Develop commissioning framework and action plan to deliver intentions by 30 <sup>th</sup> June 2013	Evidence base examined ref PCP objectives. Need analysed relative to Plan objectives. Gap analysis/risks under review (changes in other funding streams which impact on objectives). Financial Planning and options analysis work completed by April 23 <sup>rd</sup> 2013. Review OPCC "fit for purpose" assessment of procurement/contracting and external commissioning structures	Sarita Adams	30th June 2013	Good foundation work has been completed, and now more detailed work, especially with partners, is required, to deliver commissioning intentions effectively.	June 2013 - On schedule to be completed on 21st June 2013.
2	Engage with partners	Scoping meetings held ref commissioning themes: Mental health Offending and reoffending Communities and neighbourhoods meetings with chairs of LSCB and LSAB, and key vulnerability leads – plans in place to examine how existing structures might support commissioning. Agenda meeting with Regional Police leads for victims and witnesses undertaken (24 <sup>th</sup> April) to provide additional context for victims and witnesses commissioning theme structure, ahead of scoping group to be held	Sarita Adams	30th June 2013	Partners feel engaged with programme of work and objectives.	Good foundation work has been completed, and now more detailed work, especially with partners, is required, to deliver commissioning intentions effectively. June 2013 - On schedule to be completed on 21st June 2013.
3	Identify and deliver resourcing requirements (including building sufficient capacity and capability) to deliver effective commissioning	First phase commissioning work resource requirement assessment completed. Identification of key on going resource components around a) performance b) commissioning skills c) contracting d) partnership skills.	Sarita Adams	Apr-13	Requirements are more specific	Appointment made and individual in post
4	Using existing communications to inform the public of the commissioning role	Partnership page prepared for website. Procurement systems and templates being finalised. Provider registration to be communicated widely in early May 2013.	Sarita Adams	Apr-13	Having well informed public and partners will support effective commissioning for outcomes	All completed apart from finalisation of procurement templates which are due to be complete July 2013