

**Grampian Joint Police Board and Grampian Police
Best Value Audit and Inspection
Joint Improvement Plan
February 2011**

NOT PROTECTIVELY MARKED

INTRODUCTION

The Local Government in Scotland Act 2003 introduced new statutory duties relating to Best Value and Community Planning. Its provisions apply to police authorities and require specifically that:

- Police authorities secure best value (defined as achieving continuous improvement in the performance of functions)
- Police authorities and chief constables participate in the community planning process.

Grampian Joint Police Board and Grampian Police were subject to a Best Value 2 Audit and Inspection between June and July 2010. The key objectives of the joint audit and inspection were to:

- Assess the extent which the Grampian Joint Police Board and Grampian Police are meeting their duties under the Local Government in Scotland Act 2003 and complying with Scottish Government guidance.
- Agree planned improvements with the Local Authorities, Force and the Board, to be reviewed by external auditor and Her Majesty's Inspector of Constabulary for Scotland (HMICS) on an ongoing basis.

As a consequence of the audit and inspection, a report has been produced jointly by the Controller of Audit (Audit Scotland) and Her Majesty's Inspector of Constabulary for Scotland. Key areas were identified where the Force and the Board need to improve. These key areas are contained within this improvement plan.

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Joint Police Board (GJPB).
1. Recommendation No. 1 Governance and Accountability. The Board must ensure that it delivers an effective Independent Custody Visiting Scheme (ICVS).			
2. Report/Background Content leading to recommendation: Grampian Joint Police Board does not currently have an operational ICVS in place. Police boards have to organise and oversee the delivery of independent custody visiting in consultation with chief officers.			
3. Position (baseline): There have been several attempts to establish an ICVS over the years since the duty was introduced but these have all failed.			
4. Action to be taken: To implement a fully functioning Scheme			
5. Lead Responsibility: Grampian Joint Police Board Depute Clerk			
Task No	Task	Timescale	Completed
(a)	Complete recruitment of initial wave of volunteers	April 2011	Yes
(b)	Commence custody visits	May 2011	Yes
(c)	Complete recruitment of further volunteers	Dec 2011	
6. Resources Required (Finance, Personnel, Equipment, etc): Existing resources within the Clerk's office will continue to administer the Scheme and recruit additional volunteers in conjunction with the GJPB ICVS sub Committee			
7. Impact of Change (for example benefits obtained, savings achieved): The Board will have a functioning Scheme in place thereby complying with the requirement to have such a scheme.			
8. Are Review Arrangements Required? (e.g. after 3/6/12 months): The Scheme (including the outcomes/recommendations from visits) will be the subject of regular review by both the Board and its ICVS sub Committee.			

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Joint Police Board (GJPB).
1. Recommendation No. 2 Use of Resources. The Board needs to become more proactive in long-term resource planning to help ensure priority areas are resourced appropriately.			
2. Report/Background Content leading to recommendation: In the context of major reductions in public expenditure, board members need to become more proactively involved in long-term financial planning. It is widely recognised among members and officers that the current levels of expenditure are not sustainable.			
3. Position (baseline): The Force is now developing a longer term strategy for change, setting out how it intends to respond to the anticipated reductions in public sector budgets.			
4. Action to be taken: Initial awareness training and then more detailed financial planning/scrutiny training will be provided for Members. In addition, the Board's Budget sub group will meet to undertake budget monitoring and medium to long term financial planning			
5. Lead Responsibility: Grampian Joint Police Board Depute Clerk			
Task No	Task	Timescale	Completed
(a)	Initial awareness raising session for Members re financial planning	May 2011	
(b)	Development of a timetable of meetings for the Budget sub group	June 2011	
(c)			
6. Resources Required (<i>Finance, Personnel, Equipment, etc</i>): The training and development will be delivered in the first instance by officers from the office of the Treasurer to the Board and the Force's Corporate Services. External resources may thereafter be required.			
7. Impact of Change (for example benefits obtained, savings achieved): Members will have the knowledge to become more proactive in developing and monitoring long term resource planning.			
8. Are Review Arrangements Required? (e.g. after 3/6/12 months): The training programme will be monitored by the Board's Development working Group and Budget sub group. Regular reports will also be submitted to the Board itself.			

Date Recommendation Commenced: January 2011		Date Recommendation Complete:		Recommendation Owner: Grampian Joint Police Board (GJPB).	
1. Recommendation No. 3 Governance and Accountability. The Board should complete the review of its current governance and implement any improvement actions, including the current arrangements for chairing the complaints and stewardship sub-committees.					
2. Report/Background Content leading to recommendation: The Board recognised that further improvements could be made to its governance arrangements and instigated a review in 2009. The Board's two main sub-committees on stewardship and complaints operate effectively by scrutinising force performance, but the Convenor of the Board currently also chairs both sub committees. This is not good practice as part of the remit of the sub committees is to scrutinise the performance of the Force and the Board.					
3. Position (baseline): The Board plans to review the governance arrangements in the second quarter of 2011.					
4. Action to be taken: The scrutiny function of each sub committee it to be reviewed with reference to the position of chair					
5. Lead Responsibility: Grampian Joint Police Board Depute Clerk					
Task No	Task	Timescale	Completed		
(a)	Invite Members of the sub committees to reconsider the position of Chair	March 2011	Yes		
(b)					
(c)					
6. Resources Required (<i>Finance, Personnel, Equipment, etc</i>): Existing resources within the Office of the Clerk					
7. Impact of Change (for example benefits obtained, savings achieved): The Board's main sub committees will be in a position to better scrutinise the work of the Board and the arrangements will be more transparent					
8. Are Review Arrangements Required? (e.g. after 3/6/12 months): None required.					

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Joint Police Board (GJPB).
1. Recommendation No. 4 Governance and Accountability. The Board should consider recommendations of the review of the administrative support and training and development arrangements to ensure these are being resourced appropriately.			
2. Report/Background Content leading to recommendation: A recent review by the internal auditor has identified a range of options for improving the administrative/research capacity to members. The Clerk and her staff are currently reviewing the training provided by member's constituent councils as part of a training needs analysis for members.			
3. Position (baseline): Managers at Aberdeen City Council are considering the internal auditors administrative review report.			
4. Action to be taken: A Development working group has been established to involve Members in the development of training and other support resources for Board Members. Training programme and support documents to be developed over 2 nd half of 2011, including training sessions to take place after Board meetings. Additional support is being provided in relation to the administrative support for the Board which should free up time in the Clerk's office to provide greater research and policy support for both the Board and Members.			
5. Lead Responsibility: Grampian Joint Police Board Depute Clerk			
Task No	Task	Timescale	Completed
(a)	Establishment of Development Working Group	March 2011	Yes
(b)	Development of a detailed training programme for Members	October 2011	On-going
(c)	Development of a Members Handbook and other supporting resources	Dec 2011	On-going
6. Resources Required (<i>Finance, Personnel, Equipment, etc</i>): This work will be undertaken by resources within the Clerk's office, however will be subject to other additional workload pressures			
7. Impact of Change (for example benefits obtained, savings achieved): Members will be better empowered to undertake their role and have an up to date knowledge of new developments affecting the Board. Member will also have a user friendly manual to assist in their role.			
8. Are Review Arrangements Required? (e.g. after 3/6/12 months): The Development Working Group will report to the Board. All Members will be invited to review and then comment on the handbook at draft stage.			

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Joint Police Board (GJPB).
1. Recommendation No. 5 Performance Management and Improvement. The Board should engage more proactively with the Force on the prioritisation, scope and monitoring of improvement work.			
2. Report/Background Content leading to recommendation: The Board does not have a clear role in directing or monitoring the Force's continuous improvement activity. The Board receives update reports on individual projects and initiatives and the Stewardship sub-committee considers the Force's review programme. There is little evidence to suggest that the board plays an active role in identifying continuous improvement priorities or in monitoring progress on HMICS inspection actions.			
3. Position (baseline): At present the work of the Force re continuous improvement is reported to the Board via the Stewardship sub Committee, however that committee has no proactive role in planning these activities.			
4. Action to be taken: The Board via the Stewardship sub Committee will have a proactive role in planning and prioritising the Force's continuous improvement activities by informing and agreeing each year's continuous improvement plan.			
5. Lead Responsibility: Grampian Joint Police Board Depute Clerk			
Task No	Task	Timescale	Completed
(a)	Report to Stewardship sub committee regarding the process for planning and prioritising continuous improvement activity.	Sept 2011	
(b)	Appropriate training/briefing of Members re continuous improvement methodology and planning	Nov 2011	
(c)			
6. Resources Required (<i>Finance, Personnel, Equipment, etc</i>): This work will be undertaken by staff from the Clerk's office in conjunction with colleagues from the Force's Continuous Improvement Unit.			
7. Impact of Change (for example benefits obtained, savings achieved): Members will have a greater understanding of the mechanics of continuous improvement and will be better placed to influence the planning and prioritisation of those activities.			
8. Are Review Arrangements Required? (e.g. after 3/6/12 months): This will be reviewed annually by the Board itself.			

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Joint Police Board (GJPB).
1. Recommendation No. 6 Equalities. The Board should strengthen its leadership and scrutiny of equalities issues.			
2. Report/ Background Content leading to recommendation: The Board receives half-yearly equality performance reports on the Force's single equality scheme and regular reports on workforce statistics and trends, but there is little evidence of active scrutiny or challenge this information. The Board has taken limited steps to mainstream equalities. The Board needs to provide clearer leadership on equalities issues. It also needs to consider whether it has appropriate measures in place in order to assure itself that any equalities related activity is having the desired impact.			
3. Position (baseline): The Depute Clerk is currently reviewing the Board's Single Equality Scheme ("SES") and how equalities issues are factored into Board business.			
4. Action to be taken: The Board's reports will be amended to include an equalities impact section which should be completed to ensure that all decisions and initiatives include consideration of equalities issue. In addition the SES and its operation will be reviewed and amended.			
5. Lead Responsibility: Grampian Joint Police Board Depute Clerk			
Task No	Task	Timescale	Completed
(a)	Amend Board reports to include equalities information	Nov 2010	Yes
(b)	Review of SES and implementation to be Reported to Board	Nov 2011	
(c)			
6. Resources Required (<i>Finance, Personnel, Equipment, etc</i>): This work will be undertaken by officers within the office of the Clerk			
7. Impact of Change (for example benefits obtained, savings achieved): The Board will undertake more effective scrutiny and leadership role in relation to assessing and championing equalities issues			
8. Are Review Arrangements Required? (e.g. after 3/6/12 months): This will be the subject of an annual review once updated arrangements are in place.			

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Police
1. Recommendation No. 7 Managing Finance. The Force needs to get a clearer understanding of the costs of areas of activity in order to demonstrate the link between resources and results, and help to inform decisions about how resources are prioritised.			
2. Report/ Background Content leading to recommendation: The Force has strong budgetary control, but, in common with Forces across Scotland, has a less developed understanding of the costs of specific policing activities, for example the costs of targeting drug dealing. This makes it difficult to evaluate the relationship between resources invested and the outcomes achieved by that investment.			
3. Position (baseline): The Force has recently been recasting the 2010-11 revenue budget using the Police Objective Analysis methodology at the more detailed Level 2. This provides a breakdown of costs across the different activities and functions within the Force. As all Scottish Forces are carrying out this analysis, it is proving to be a useful benchmark against the costs and performance can be compared. The biggest element of spend is on the pay costs for Police Officers and Staff.			
4. Action to be taken: The tasks below outline the action to be taken with regard to this recommendation.			
5. Lead Responsibility: Senior Financial Accountant, Finance & Administration, Corporate Services.			
Task No	Task	Timescale	Completed
(a)	Complete the Police Objective Analysis Level 2 using the approved budget for 2010-11.	March 2011	
(b)	Communicate information to Divisional Commanders, Senior Staff and key budget holders and review feedback.	April 2011	
(c)	Complete the Police Objective Analysis Level 2 using the actual expenditure for 2010-11.	May 2011	
(d)	Complete the Police Objective Analysis Level 2 using the approved budget for 2011-12 and consider the development of a longer term fully costed plan.	July 2011	
6. Resources Required (Finance, Personnel, Equipment, etc): Existing resources within Finance & Admin. Department will be used to undertake this work.			

7. Impact of Change (for example benefits obtained, savings achieved):

It is intended that the breakdown of costs into the activities will provide better information for decision making and allow for benchmarking with other Forces.

8. Are Review Arrangements Required? (e.g. after 3/6/12 months):

The information will be subject to review in Force and by external organisations including Auditors and the Scottish Government.

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Police
1. Recommendation No. 8 Performance Management & Improvement. The Force should use more comparative information to improve the quality and balance of performance reporting.			
2. Report/ Background Content leading to recommendation: The reports could be improved as they do not routinely contain 'benchmarks' to help the reader gain a more informed assessment of performance. Board members and the public would be in a better position to assess overall performance if the measures were reported alongside national figures or trends and against specific local objectives, where appropriate.			
3. Position (baseline): At the time of the HMICS / Audit Scotland audit and inspection, the Force performance reports could not include benchmark information due to the lack of timely accurate data. Since December 2010, ACPOS quarterly performance reports have been published which report on the indicators included in the Scottish Policing Performance Framework (SPPF). This information can be used for benchmarking / comparative purposes.			
4. Action to be taken: A new Force quarterly performance template for the financial year ahead (2011/12) will be developed which will include comparative data to help the reader gain a more informed assessment of performance. Whilst the data from other Forces (ACPOS quarterly report) will be available, the data reported for comparative purposes from other Forces will be the previous quarter information.			
5. Lead Responsibility: Performance & Improvement Manager, Development & Governance.			
Task No	Task	Timescale	Completed
(a)	Develop a new Force quarterly performance reporting template for 2011/12.	June 2011	
(b)	Obtain agreement from Force Executive on proposed new template.	June 2011	
(c)	Commence use of new template for quarterly performance reporting.	July 2011	
6. Resources Required (Finance, Personnel, Equipment, etc): Existing resources from the Performance & Improvement Unit will be utilised to undertake this work.			
8. Impact of Change (for example benefits obtained, savings achieved): The proposed revised quarterly performance reports will provide the reader with comparative information from other Forces to allow a fuller assessment of Grampian Police's performance to be made.			

9. Are Review Arrangements Required? (e.g. after 3/6/12 months):

A review of the new template will be undertaken at the end of the financial year 2011/12.

Date Recommendation Commenced: January 2011	Date Recommendation Complete:	Recommendation Owner: Grampian Police
<p>1. Recommendation No. 9 Equalities. The Force needs to develop outcome-focussed equalities measures in order to assess the impact of its work in this area.</p>		
<p>2. Report/ Background Content leading to recommendation: The Force is making good progress in supporting the mainstreaming of equalities. It has invested in developing strategies, systems and processes and standard operating procedures. The Force now needs to develop indicators to assess the impact of the investment it has made.</p>		
<p>3. Position (baseline): As part of The Equality Act 2010 (Statutory Duties) (Scotland) Regulations 2011, each local authority, including Grampian Police are required to prepare and publish equality outcomes which have been reached with the involvement of people with protected characteristics. Further to this, the progress made on these outcomes have to be published at least every two years and the outcomes reviewed within four years of initial publication. To allow the Force to report as requested, measures will be put in place to capture this information. This in turn will give an indication of the impact of the Force's work in this area.</p>		
<p>4. Action to be taken:</p> <p>This recommendation is replicated by Statutory obligations placed upon the Force as a public authority in terms of its compliance with the Equality Act 2010 - Public Sector Equality Duty. Community Support have responsibility to ensure the Force complies with its obligations in relation to Equality and the Force Equality Scheme Coordinator is part of Community Support. In meeting with the recommendation and indeed the Scottish Government instruction in relation to Equality Duties a period of consultation is in the planning phase.</p> <p>This engagement will see the Force liaising with communities, including those with 'protective characteristics', in relation to the statutory general duties. An offer will be made to Partner agencies to consult jointly to reduce the risk of consultation fatigue/increase cost saving opportunities but regardless of uptake Grampian Police will conduct such consultation and engagement. The resource of the Community Engagement Co-ordinator will be utilised in this process. Initial costs associated with this work are not anticipated to be large and will be monitored.</p> <p>Following the results of consultation/engagement focussed outcomes will be developed, in all likelihood into an Action Plan which will be measured and governed via the Force Diversity Group; Force Executive Board (as the Action in relation to Equality is contained within the Community Support Business Plan); and finally the performance and progress around the outcomes will be reported to the GJPB (Stewardship Committee).</p> <p>In summary, this recommendation is already being addressed and monitored through other mediums in Force and subsequently through the relevant GJPB Committee. Therefore it is proposed that this recommendation is acknowledged and closed.</p>		

5. Lead Responsibility: Superintendent, Community Support.

Task No	Task	Timescale	Completed
(a)			
(b)			
(c)			

6. Resources Required (*Finance, Personnel, Equipment, etc*):**7. Impact of Change (for example benefits obtained, savings achieved):****8. Are Review Arrangements Required? (*e.g. after 3/6/12 months*):**

Date Recommendation Commenced: January 2011	Date Recommendation Complete:	Recommendation Owner: Grampian Police
<p>1. Recommendation No. 10 Performance Assessment. The Force needs to further analyse the reasons for the increase in complaints and racially motivated crime and respond accordingly and assess whether it is deploying resources appropriately in tackling controlled drugs and road traffic accidents.</p>		
<p>2. Report/Background Content leading to recommendation: In 2009/10 there were 31 complaints per 10,000 incidents, this was significantly higher than the Scottish average of 17.5 and was the second highest in Scotland. It is important that the Force considers whether it is committing sufficient resources to continue the recent improvement on performance on road casualties. The number of racist incidents in Grampian increased from 440 in 2006/07 to 564 in 2009/10. The number of reported racially motivated crimes have almost doubled from 449 in 2006/07 to 879 in 2009/10.</p>		

3. Position (baseline): Recording processes for complaints have been refined and developed between 2007 and 2010, with the implementation of a new complaints definition, an increase in awareness internally and more robust recording processes. As a consequence, the Force has experienced an increase in recorded complaints over the past 3 years. However, the number of On Duty Criminal complaints is very low. During the year, 38 such complaints were made and this equates to 8% of all On Duty complaints during 2009/10.

Problem Profiles have been compiled with regard to specific types of complaints. Recommendations have been made with monitoring of implementation undertaken through the Force Tactical Tasking & Co-ordination Group (TTCG) meeting.

Although 2009/10 offered an improvement on the previous year in terms of road casualties, it was still higher than 2006/07 and 2007/08. The focus of the Road Casualty Reduction priority has continued to be on young drivers, motorcyclists and pedestrian related behaviour where alcohol has been a factor. The Force has seen a reduction in the Killed and Seriously Injured (KSI) figures for these groups, although they still dominate Grampian's road casualty statistics.

Road Casualty Reduction continues to be a Force Priority in 20011/12. The focus of work on this Priority is aimed at encouraging personal responsibility of the road user and changing behaviour through enforcement, education and engineering. Performance and resource allocation to tackle Road Casualty Reduction are carefully monitored and managed through the Force TTCG meeting.

The Force considers that part of the increase in racial incidents and crimes is a result of the effects to improve reporting mechanisms, raised awareness, proactive campaigns and improve public confidence in this area. Any significant change in the pattern or trend of racist incidents is brought to the attention of the Force Executive for consideration and action as appropriate.

In the period 1 April 2010 to 31 December 2010, the MITs recovered controlled drugs with a street value of approximately £892,000, over £188,000 in cash and a total of 223 people were arrested in relation to SOC&D. Elsewhere across the Force, in excess of £1,929,405 of controlled drugs have also been seized. In context, the value of cash productions seized in relation to Misuse of Drugs Act Offences has increased by 81.5% in the YTD compared to last year.

Crime Management Business Area (CMBA) underwent a restructure in March 2010 which has resulted in a more focussed approach to deploying available resources to tackle Organised Crime Groups (OCGs) in the Grampian area. This revised approach has resulted in the disruption of a number of OCGs and the recovery of controlled drugs, cash and arrests as outlined above. The deployment of resources against OCGs is carefully managed through the CMBA Tactical Management meetings and the Force TTCG meeting.

4. Action to be taken:

In summary, based on the baseline position at (3) above, this recommendation is already being addressed and monitored through other mediums in Force. Therefore it is proposed that this recommendation is acknowledged and closed.

5. Lead Responsibility: Performance & Improvement Manager, Development & Governance.

Task No	Task	Timescale	Completed
(a)			
(b)			
(c)			

6. Resources Required (*Finance, Personnel, Equipment, etc*):**7. Impact of Change (for example benefits obtained, savings achieved):****8. Are Review Arrangements Required? (e.g. after 3/6/12 months):**

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Joint Police Board (GJPB) & Grampian Police
1. Recommendation No. 11 Performance Management and Improvement. The Board and the Force should review the content of the annual public performance report to ensure that it provides a summary of the Board's activities and its impact.			
2. Report/Background Content leading to recommendation: The Board does not produce an annual performance report and does not feature in the Force annual performance report. This means that it is falling short of its public performance reporting responsibilities. Although Board members review the Force's annual report, they do not provide direct input to the publication. The absence of the Board in the annual report means that their contribution to the governance and accountability of the Force is not visible to the public.			
3. Position (baseline): Discussion has taken place between GJPB Stewardship Sub Committee & Grampian Police regarding the direct input into the Force's annual report. The Stewardship Sub Committee felt the inclusion of a section in the annual report would be an area for progression.			
4. Action to be taken: The Board will include a section in the Force Annual Report 2010/11.			
5. Lead Responsibility: Clerk to the Board, Grampian Joint Police Board & Performance & Improvement Manager, Development & Governance, Grampian Police.			
Task No	Task	Timescale	Completed
(a)	GJPB to provide a section for inclusion in the Force Annual Report 2010/11.	week commencing 13/06/11	
(b)			
(c)			
6. Resources Required (Finance, Personnel, Equipment, etc): Existing resources from the Police Board and Grampian Police, Performance & Improvement Unit, will be utilised to undertake this work.			
7. Impact of Change (for example benefits obtained, savings achieved): GJPB will be meeting their public performance reporting responsibilities and their contribution to the governance & accountability of the Force will be visible to the public.			
8. Are Review Arrangements Required? (e.g. after 3/6/12 months): Review annually.			

Date Recommendation Commenced: January 2011		Date Recommendation Complete:	Recommendation Owner: Grampian Joint Police Board (GJPB) & Grampian Police
1. Recommendation No. 12 Sustainability. The Board and the Force should develop a strategic approach to sustainability to ensure that the economic, social and environmental aspects are considered.			
2. Report/Background Content leading to recommendation: The Force and Board should review their approach to sustainability in order to set a clear strategic direction and put systems and processes in place to help them review progress and monitor impact. There are examples of activity that support the three elements of sustainable development. However in the absence of a strategic approach, there is a risk that these activities are not prioritised, coordinated and monitored effectively.			
3. Position (baseline): A Climate Change Action Plan 2010/20 has been approved by ACPOS. A Carbon Management Plan (CMP) has been completed and approved by Grampian Police with support of the Carbon Trust. This CMP has identified that the baseline figure of CO2 emissions made by Grampian Police in 2009/10 was 9,523 tonnes.			
4. Action to be taken: The CMP sets out a series of work streams to reduce CO2 emissions and produce significant cost savings in fuel and energy consumed and waste produced. Grampian Police has set itself a target to reduce its CO2 emissions by 20% by 2015.			
5. Lead Responsibility: Clerk to the Board, Grampian Joint Police Board & Head of Logistics, Corporate Services, Grampian Police.			
Task No	Task	Timescale	Completed
(a)	Report on future governance arrangements of CMP to be agreed by the Force Programme Board	27/4/11	
(b)	Report on CMP to GJPB	01/07/11	
(c)	Deliver initiatives within CMP. Update and renew CMP	Ongoing	
6. Resources Required (Finance, Personnel, Equipment, etc): The existing Force Environmental Working Group (EWG) will deliver the CMP governance to be agreed by Programme Board (Task No. 5(a)). A number of the initiatives in the CMP have no funding implication or can be met from existing allocated revenue and capital budgets. Additional capital funding will require to be supported by a Business Case.			
7. Impact of Change (for example benefits obtained, savings achieved): The CO2 and financial savings are detailed in the CMP.			

8. Are Review Arrangements Required? (e.g. after 3/6/12 months):

The CMP details the need to review/update the Plan on a regular basis. This review / update will be undertaken as part of normal Force Programme Board governance arrangements (reviewed on a six-weekly basis).