



POLICE AUTHORITY OFFICES, POLICE
HEADQUARTERS, PO BOX 3167, STAFFORD
DDI (01785) 232242
Please ask for Alyson Holmes
Email: alyson.holmes@staffordshire.pnn.police.uk

POLICE AUTHORITY (ANNUAL MEETING)

Wednesday 1 June 2011
10.00am
Giffard Room, Cannock Road, Stafford

DAMON TAYLOR
Chief Executive
23 May 2011

AGENDA

PART ONE – MATTERS TO BE CONSIDERED IN THE PRESENCE OF THE PRESS & PUBLIC

1. APPOINTMENT OF CHAIR

Report of the Chief Executive

2. APPOINTMENT OF VICE-CHAIR

3. MINUTES

To approve the minutes of the meeting held on 7 April 2011

4. APOLOGIES

5. DECLARATION OF INTERESTS

6. ANNUAL APPOINTMENTS

Report of the Chief Executive

7. COMMUNITIES FIRST UPDATE

Report of the Chief Constable

8. FORCE PERFORMANCE APRIL 2010 – MARCH 2011

Report of the Chief Constable

9. 2010/11 PROVISIONAL REVENUE OUTTURN

Report of the Chief Constable and Treasurer

10. PROVISIONAL CAPITAL OUTTURN 2010/11

Report of the Chief Constable and the Treasurer

11. BUSINESS PROCESS REVIEW PROGRAMME (to follow)

Report of the Chief Constable

12. CHIEF CONSTABLE'S REPORT

13. POLICE REFORM: UPDATE

Report of the Chief Executive

14. CRITICAL INCIDENT PROTOCOL

Report of the Chief Executive

15. COMMITTEE AND PANEL MINUTES

To receive the minutes of the Authority's strategic Committees and Panel's that have met since the last Authority meeting in February 2011

16. LEAD ROLES AND CONFERENCES AND VISITS

Report of the Chief Executive

17. CONSULTATION WITH THE CHAIR

Report of the Chief Executive

18. URGENT ITEMS OF BUSINESS

In accordance with Standing Order 5.1(xi), to consider any matters that the Chair determines are urgent.

19. EXCLUSION OF THE PUBLIC INCLUDING THE PRESS

The Chair to move: "That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) indicated below and the public interest not to disclose the information outweighs the public interest in disclosing it"

PART TWO

20. CHIEF CONSTABLES EXEMPT REPORT

21. SEXUAL ASSAULT REFERRAL CENTRE

Report of the Chief Constable

22. SALE OF CANNOCK ROAD SITE – UPDATE (to follow)

Report of the Chief Constable

Staffordshire Police Authority – 1 June 2011

APPOINTMENT OF CHAIR

Report of the Chief Executive

Purpose of the Report

1. To appoint a Chair of the Authority for 2011/12.

Background

2. The Authority at its annual meeting each year is required to appoint a Chair for the following year. Following the introduction of the Police Authority (Community Engagement & Membership) Regulations 2010, before appointing a Chair, the following process must be adhered to:-
 - o A person who wishes to be considered for appointment as chairman of a police authority shall, unless it is impracticable to do so, not less than ten days before the annual meeting at which he is so appointed, or any meeting at which an interim chairman is appointed, submit to the authority a statement setting out the reasons why he wishes to be so considered.
 - o A police authority which receives a statement under paragraph (4) shall arrange for it to be circulated to all members of the authority not less than five days before the annual meeting.
3. In accordance with the above regulations, by the closing date of 16 May 2011, the Authority had received one statement by a member (Mr D Pearsall), which is attached as an **Appendix** to this report.
4. Given the ongoing uncertainty in the Police Reform proposals, it will be necessary to appoint the Chair for a period up to the election of the Police & Crime Commissioner in May 2012, or the next annual meeting of the Authority, whichever is the sooner.

Recommended: That

- (1) that the report be noted; and
- (2) a Chair of the Authority be appointed for the period up to the Police and Crime Commissioner taking office, or the 2012 annual meeting of the Authority, whichever is the sooner.

DAMON TAYLOR
Chief Executive

Contact: Damon Taylor, Chief Executive
Tel No: (01785) 232242
Email: damon.taylor@staffordshire.pnn.police.uk

Staffordshire Police Authority

Chairman of the Police Authority

I wish to put my name forward as Chair of the Police Authority for the following reasons:

1. I have long experience of the workings of the Police Authority since my appointment goes back to very beginning with Shadow Authorities in 1994. Prior to that I was a Magistrate Bench Delegate to the Police Committee of the County Council. In order to continue as Chair of the Authority I resigned from the Bench at the end of last year after 31 years service
2. I have chaired Custody Visitors and been Vice-Chairman of the Authority from 2005 until 2009. I have had a number of Lead roles which I have developed e.g. Targets; Transport; Property; Specials and PCSOs.
3. In July 2009, the Authority elected me to be its Chair, so I have had two years experience in the post. During those two years we have had a number of significant events including the appointment of a new Chief Executive; new Chief Constable; new Deputy Chief Constable; the induction of new members onto the Authority and a radical review of the way the Authority functions.
4. The Chief Constable is leading the Force into Communities First. We have supported and led the Force in to this new policing structure.
5. We are in the first year of the 4-year Comprehensive Spending Review and I have led the Authority to make some very tough decisions in setting the Budget and its consequences. However this is an opportunity as well as a challenge and the Force and the Authority together have grasped the chance.
6. The Government is intending to introduce Police and Crime Commissioners and Police and Crime Panels. I am totally opposed to this and have said so to Mr Herbert the Policing Minister. Equally, I have assured him that if it does become the law of the land then we will do our utmost to facilitate the changeover. I have spoken to a variety of groups about the plans, but as I said to the Minister I will not do his job of explanation and thereby be a turkey voting for Christmas.
7. I have written the Legacy Document which demonstrates how successful Staffordshire Police Authority has been over the years and why the introduction of PCCs is so wrong and has no evidence for the need.
8. I believe I have the skills; the knowledge; the experience; the training; the background and the contacts to lead the Authority.
9. I firmly support and drive Regional Collaboration. It seems as if it will be 2-Force with West Midlands but the door will not be closed to West Mercia or Warwickshire. We should look for any opportunity to collaborate with others even outside the policing service. I am committed to enhancing the role of Procurement and again this should not be confined to the West Midlands Region or indeed to the Police Service alone. The Government and the people are right to expect us to extract every possible benefit and saving in what is a very expensive service

10. I am proud of Staffordshire Police. It is an excellent Force delivering a high quality service and its achievements have been brought about through its own efforts and the efforts of the Police Authority in holding it to account. Over the years we have appointed excellent officers at Executive level and we are recognised by HMIC for developing talent for the Service.
11. We have not given up the fight for Police Authorities but we also need to be pragmatic. In the meantime we need to carry on with our role to ensure the best possible Police Service in Staffordshire. The Force is facing a difficult and uncertain future and what it needs right now is stability, continuity and the good working relationship with its Police Authority.

I ask you to support me as Chairman of the Police Authority. Thank you

David Pearsall

Staffordshire Police Authority

MINUTES OF THE STAFFORDSHIRE POLICE AUTHORITY

HELD ON THURSDAY 7 APRIL 2011

AT CANNOCK ROAD, STAFFORD

Present: D.M. Pearsall (Chair)

Atkins, P.E.B.
Compton, A.B, MBE
Gothard, E.L, MBE
Jebb, Mrs. C.R.

Bowen, A.
Crawley, Mrs. R.
Heath, Mrs C.G.

Chapman, F.A.
Edwards, Mrs. C.B.
Iqbal, Mrs. H.H.

Apologies: Mr. P.J. Beresford, Mr. H.C. Brian, Mr. D.J. Davis, OBE, Mr. I.M Parry, Mr. B. Ward and Mr. P.F. Vigurs

PART ONE

153. MINUTES

RESOLVED:

That the minutes held on 9 February 2011 be confirmed and signed by the Chair.

154. COLLABORATION WITH WEST MIDLANDS: ESTABLISHMENT OF A JOINT COMMITTEE

The Authority considered a report of the Chief Executive seeking approval to the Heads of Agreement to enable the establishment of a Joint Committee with delegated powers between Staffordshire and West Midlands Police Authorities, together with additional information on the programme board structure underpinning the Committee, circulated to members and as set out in Appendix 1 to the signed minutes of this meeting.

Following the Authority's support for the West Midlands Collaboration Strategy, in particular joint working with the West Midlands, the Chief Constable had continued progress on the development of a Joint Operating Model based on a two (or more) force model for regional protective services and a support services function. The Heads of Terms for a Joint Committee had been drafted and were to be considered by the West Midlands Police Authority on 12 May 2011, although agreement to them in principle had been given on 24 March 2011.

It was proposed that the Joint Committee be established with the proposed Heads of Terms, being in accordance with the provisions of Sections 101 and 102 of the Local Government Act 1972, with the inaugural meeting being held in May 2011. Each Authority would be represented on the Joint Committee by three nominated members, having equal voting rights. The Joint Committee would be open to the public and press.

The Deputy Chief Constable advised of the programme management structure that would underpin the work of the Joint Committee. Six work streams (ICT; Contact Management; Custody and Criminal Justice; Uniform Operations; Legal Services and Forensics) were being developed that would, it was envisaged, produce enhanced service delivery and operational efficiencies to both forces.

The Authority agreed to the establishment of the Joint Committee and discussed nominations thereto, including the need for one of the three members to be a Councillor member.

RESOLVED: That

(1) the Heads of Agreement to enable the establishment of a joint committee with delegated powers between Staffordshire and West Midlands Police Authorities be agreed;

(2) planning for the first meeting in May 2011, including the development of procedural standing orders and financial regulations for the Joint Committee be progressed;

(3) the Chair, Vice-Chair of the Authority and Mrs. C.R. Jebb be nominated to serve on the Joint Committee up to the Annual Meeting in June; and

(4) the minutes of the Joint Committee be submitted to the Authority, as part of the Collaboration Update reports, for its information.

155. REVENUE CONTRIBUTION TO CAPITAL PROGRAMME

The Authority considered a report of the Chief Constable seeking approval to make contributions from the capital programme from budgets held within the Force Support Services Department and Headquarters relocation project budget for work to the Multi-Agency Safeguarding Hub at Lindum House, Stone; fit out of the new amenities block at the Headquarters in Stafford; and conversion of office space created by the move of the kitchen and canteen to Block 7, circulated to members and as set out in Appendix 2 to the signed minutes of this meeting.

RESOLVED: That

(1) the report be noted;

(2) the works to Lindum House, Stone and conversion of office space created by the move of the kitchen and canteen to Block 7, for £110,000 and £83,200 respectively, be funded from the revenue budget; and

(3) work to progress the 'fit-out' of Block 7 at a cost of £33,000 be funded from the capital programme.

Duration of meeting: The meeting commenced at 9.30am and concluded at 10.00am.

CHAIR

Staffordshire Police Authority – 1 June 2011

ANNUAL APPOINTMENTS

Report of the Chief Executive

Purpose of the Report

1. To note the appointment of Councillor Members to the Authority; consider the membership of Committees and Panels; allocate members to lead roles; consider appointing members to Chairs and Vice-Chairs of Committees; and nominate a member to answer questions at meetings of Staffordshire County Council and another at Stoke-on-Trent City Council.

Councillor membership of the Authority

2. In accordance with the provisions of Schedule 2 of the Police Act 1996, as amended, the Joint Appointments Committee, constituted of representatives of both the Staffordshire County Council and Stoke-on-Trent City Council, met on 27 May 2011. As the meeting of the Committee took place following the despatch of the agenda, it has not been possible to confirm the local authority membership in this report. The updated membership will therefore be circulated to members once the outcome of the Joint Appointments Committee is known.

Committee & Panel membership

3. The proposed schedule of membership to the various Committees and Panels will be circulated separately to members in advance of the meeting, following a canvass of the new members of the Authority.
4. The Authority is also asked to consider extending the membership of the Volunteers Committee to seven members to bring it in line with the membership of the other four committees. The allocation of members to committees is therefore based on this assumption.
5. The Authority is also asked to consider the Chair and Vice-Chair of each main Committee and Panel.

Lead roles

6. Members are appointed to a number of lead roles. This enables the Authority to have a general oversight of the various aspects of policing and lead members are expected to report back to the 'parent' committee on key issues arising through their role. Set out below is a list of the lead roles, together with the names of members who have either expressed an interest in that role, or who undertook that role during 2010/11. New members have also been canvassed. The Authority is asked to approve the member allocation to lead roles for 2011/12.

Police Authority	Current or proposed member
Association of Police Authorities	Chair & Vice-Chair
Partnerships Assuring a Safer Staffordshire	Chair & Vice Chair
Diversity	F Chapman, R Crawley & H Iqbal
Hate Crime	H Iqbal
Protecting Vulnerable People	R Crawley & I Parry

Audit Committee	
Force risk & business continuity	A Bowen & R Crawley
Environmental Policy/ Strategy & Sustainability	R Crawley
Staffordshire Connects (E-Govt Partnership)	A Compton
Human Rights	R Crawley & I Parry

Performance & Resources Committee	
Performance	L Gothard & A Bowen
Finance	A Bowen & A Compton
Engagement & Consultation	L Gothard & F Chapman
2012 Olympics	A Compton, P Atkins & Chair of Audit
Communications (incl. mobile data & IT)	L Gothard
Protective Services	Chair & Vice-Chair, A Bowen & H Iqbal
IMPACT Project Board	F Chapman
Property	P Atkins, A Bowen & Chair
Vehicles/Transport (including CMPG)	A Compton & G Heath
Safer & Stronger Communities Strategy Group	L Gothard

Human Resources	
Human Resources	Chair & Vice-Chair of Committee
Winsor/Hutton Implementation Group	Chair & Vice-Chair of Committee & Chair
Occupational Health & Welfare Committee	Chair and/or Vice-Chair of Committee
Specials Constabulary Steering Group	F Chapman
PCSOs	P Atkins & G Heath
Staffordshire Pension Fund Consultation Forum	A Compton

Professional Standards	
Professional Standards	Chair & Vice Chair of Committee
Professional Standards Board	Chair of Committee
Data Quality	Chair & Vice-Chair of Committee

Volunteers Committee	
Volunteers	Chair & Vice-Chair of Committee

Attendance at Quarterly Performance Review meetings

7. Quarterly Performance Review (QPR) meetings are the mechanism by which the Executive Team hold the various departments of the Force to account. Members of the Authority are invited to attend the meeting as observers to help inform their understanding of the performance of the Force. The Authority is asked to approve the member allocation for 2011/12. The current allocation of members to QPRs is as follows:-

QPR	Member(s) allocated
County	C Edwards
Investigative Services	F Chapman
Justice Services	A Compton
Protecting Vulnerable People	H Iqbal & R Crawley
Operations Communications Dept	L Gothard
Forensics	A Bowen
Intelligence	C Jebb & G Heath
Tactical/Cadre	I Parry
City	P Vigurs

8. The Chair and Vice-Chair of the Authority and the Chair of the Performance & Resources Committee can attend meetings in an ex-officio capacity.

Local Policing team link member

9. The Authority has general oversight of policing issues through the allocation of a maximum of two members to each of the 11 Local Policing Teams (LPTs). Members meet with their nominated inspector to receive updates on local policing issues, work together in local engagement activity, and be updated on an ad hoc basis, as appropriate on other issues of interest. The Authority is asked to approve the member allocation for 2011/12. The current allocation of members to LPTs is as follows:-

Local Policing Team	Member(s)
Newcastle	F Chapman
Moorlands	G Heath & C Jebb
Stoke (North)	H Iqbal
Stoke (Central)	<i>Vacancy</i>
Stoke (South)	P Vigurs
Stafford	A Compton & I Parry
South Staffordshire	D Pearsall & A Bowen
Cannock Chase	D Davis
Lichfield	R Crawley & C Edwards
East Staffordshire	P Atkins
Tamworth	L Gothard

Community Safety Partnerships

10. Each district level local authority (and unitary) in Staffordshire has a Community Safety Partnership, which works in a multi-agency approach to deliver community safety at the local level. The Police Authority is a responsible authority (in relation to the Crime & Disorder Act 1998 (as amended)) and is therefore entitled to send a member to each meeting of the Partnerships. The Authority also nominates a substitute member to attend the meeting in the event that the nominated member is unable to attend. The Authority is asked to approve the member allocation for 2011/12. Set out below is the current/proposed list for 2011/12:-

Partnership	Member	Substitute
Cannock Chase	D Davis	
East Staffordshire	P Atkins	P Beresford
Lichfield	R Crawley	C Edwards
Newcastle-under-Lyme	F Chapman	P Vigurs
South Staffordshire	D Pearsall	A Bowen
Stafford	A Compton	I Parry
Staffordshire Moorlands	C Jebb	G Heath
Stoke-on-Trent	H Iqbal	
Tamworth	L Gothard	R Crawley

Nomination of Members to Answer Questions at Relevant Councils

11. The Police Act 1996 requires every "relevant council", ie Staffordshire County Council and Stoke-on-Trent City Council, to make arrangements for enabling questions on the discharge of the functions of the Authority to be put by members of the relevant councils at meetings of the Councils, for answer by a member nominated by the Authority.
12. In 2010/11, the Authority's nominees for the County Council were G Heath and for Stoke-on-Trent City Council, C Brian and B Ward (no longer members of the Authority).
13. The Authority is asked to consider nominations for 2011/12.

Recommended: That

- (1) the local authority membership of the Authority for 2011/12, be noted;
- (2) the membership of Committees and Panels for 2011/12, be determined;
- (3) the Chair and Vice-Chair of the main Committees and Panels, be determined;
- (4) the lead roles be determined;
- (5) attendance at Quarterly Performance Review meetings be agreed;

- (6) the allocation of members to Local Policing teams, be agreed;
- (7) the allocation of members to Community Safety Partnerships, be agreed; and
- (8) members be nominated to answer questions about the discharge of the Authority's functions at Staffordshire County Council and Stoke City Council.

Background documents: Standing Orders for the regulation of proceedings and business of the Police Authority and Section 20 of the Police Act 1996.

DAMON TAYLOR
Chief Executive

Contact: Damon Taylor, Chief Executive
Tel No: (01785) 232242
Email: damon.taylor@staffordshire.pnn.police.uk

Staffordshire Police Authority – 1 June 2011

COMMUNITIES FIRST UPDATE

Report of the Chief Constable

Purpose of Report

1. This report provides a summary of the finalisation position for a number of the key work packages that have formed the basis of the first phase of the Communities First change programme. The majority of the packages have involved the instigation of transformational structures within the Force post 5 April 2011.
2. A clear mission set by the Authority and Chief Constable has been the achievement of those structures, whilst furthering service to communities and delivering successful performance on the 'top ten' indicators. Other reporting mechanisms evidence the achievement of the performance targets and this report will also describe the recommendations to continue with the Communities First work through a new benefit management approach and the completion of major business process re-engineering within the key delivery areas of the organisation.
3. The document provides a refreshed view at the conclusion of a number of work packages after go-live as at 7 May 2011. There are numerous supporting materials such as the Equality Impact assessments (EIA); interim reports, costing summaries and threat/risk benefit profiles that may be referred to. The Force MySpi intranet service has dedicated pages where key information can be located and the 'blog' and 'grapevine' information supports an ongoing robust consultation process on all aspects of change within the Force.
4. Finalisation reports on all completed work packages are being prepared and will be available upon request for examination. The business benefits and their individual measures are being placed into a single inventory to be finalised during May/June 2011. Completed EIA's will also be collated into a single file as requested by Police Authority and be presented through Assistant Chief Constable 'Operational'.

Local Policing

Status of local policing work packages

WP Ref	WP Title	CF Lead	ACPO Lead	Target date for completion	Status
1.3	Policing Pledge plus	Neil Bullock	ACC T	Mar-11	Completed
6.1	Nhood Action Plan	Martin Steventon	ACC T	Jul-11	On track
6.2	Citizen Focus Toolkit	Martin Steventon	ACC T	Jul-11	On track

6.3	Total Place	Martin Steventon	ACC T	Jul-11	On track
6.4	Extended Police Family	Jav Oomer	ACC T	Mar-11	Completed
2	ASB	Martin Steventon	ACC T	Jul-10	Completed
3	Professional Judgement	Martin Steventon	DCC	Dec-10	Completed
9.1	Nhood structures	Mark Bates	ACC T	Jul-10	Completed
9.2	Public Enq Offices and LPT Assistants	Neil Bullock	ACC T	May-11	On track
9.3	IOM	Mandy Jayes	ACC T	Mar - 11	Completed
9.4	Response Struct.	Mark Bates	ACC T	Jul-10	Completed
	BCU roles – PA review ALO Nhood watch Crime reduction Administration	Mark Bates	ACC T	May-11	Completed
9.6	Command Selection	Mark Bates	ACC T	Jul-10	Completed

5. The above work packages demonstrate that professional excellence work (6.1 to 6.4) within the programme will continue to develop, and that streamlined structures for Local Policing were the focus for delivery to achieve cost reduction and a transformed approach to local policing by April 2011.
6. Effectively this means that there is significant work within work packages 6.1 to 6.4 to continue post go-live 2011. At this time the proposal is to hand this development to ACPO lead for Territorial Policing and report progress back through revised governance structures, as the requirement for a dedicated Programme Board no longer exists.
7. Work package 9.2 is vital and will deliver its findings to the Force in May 2011. This package has assessed the public enquiry officer numbers, the local policing team support roles and also recognises a number of key responsibilities that will need to be delivered locally by PEO/LPT assistants in the future as a result of the centralisation of business support within the Force.
8. Work package 9.6 details a significant number of roles that were within the BCU policing model and will require streamlining and business fit within the new policing structures. Nearly all of these structure proposals have reached fruition with Summons & Warrants, Coroners officers and Police Property remaining for finalisation by June 2011.

Operational Services

Status of Operational Services work packages

WP Ref	WP Title	CF Lead	ACPO Lead	Target date for completion	Status
1.1.	Customer Service	Paul Ross	ACC T	Jun-11	On track
1.2	CIM	Simon Bryan	ACC T	Jun-11	On track
5	Data Quality	Neil Bullock	DCC	Jul-11	On track
	Ops Services Structure OCD Justice Services Tactical CADRE Corp Resourcing Licensing Team		ACC T		
11	Firearms licensing	Paul Trevor		Mar-11	Completed
15	Shift Systems	Mark Bates	ACC T	May-11	On Track

9. Work packages 1.1 and 1.2 are closely linked and describe the aspirations of the Force to create continuous improvement within customer service delivery and satisfaction. This work is mature and the provisioning and procurement of 'customer service' training for key members of staff continues to be a key ambition of the Force.
10. Work package 11 was a huge aspect of work breaking down the various elements of operational support and there still remain some small areas of business in this arena to have recommendations made upon them by June 2011.
11. The work package on customer interaction management (CIM 1.2) has been refined and will require continued development as key IS/IT developments may be required to create a cost effective pragmatic improved solution in the future. This also remains a priority for the Operational Services management team. It is recommended that this work transfers to the Operational Services group, is led by ACPO and reports through the business benefits approach.
12. Work package 15 reviewing shift systems to get the best use of resources to the demand from our communities is a vital piece of work. It creates a template of continued assessment into the future. The key work areas for the Force are response officers; force investigation, public protection and CADRE shift patterns which are now concluded. With regard to neighbourhood shift systems the ballot on this is complete and rest day change notification to adopt the new system by June 2011 is ongoing.

Organisational Support

Status of Organisational Support work packages

WP Ref	WP Title	CF Lead	ACPO Lead	Target date for completion	Status
1.4	Service Improvement	John Horrocks	ACC T	Mar-11	Completed
4	Equality Standard	Paul Ross	DCC	Jul-10	Completed
5	Data Quality	Neil Bullock	DCC	Jul-11	On track
9.7	Crime Desk/Detection	John Horrocks	DCC	Mar-11	Completed
12	Collaboration	Steve Morrey	DCC	Mar-12	Completed
13.1	Org Support	Yvonne Duffy	DoR	Mar-11	Completed
13.2	Finance Services	Paul Ross	DoR	Jul-10	Completed
13.3	HR Services	Yvonne Duffy	DoR	Mar-11	Completed
13.4	Support Services	Neil Bullock	DoR	Mar-11	Completed
13.5	Org Support Streamlining	Various	DoR	May11	On Track
14	Strategic Resource Plan	Yvonne Duffy	DoR	Jul-10	Completed
16	WFM	Yvonne Duffy	DoR	Jul-11	Completed
17	Process Improvement	Neil Bullock	DCC	Mar-11	Completed
18	Reducing Bureaucracy	Martin Steventon	DCC	Mar-11	Completed
19	Procurement	Paul Ross		Mar-11	Completed
20	Business Planning	Mark Bates	DCC	Jun-10	Completed
21	Threat and Risk	Paul Ross	DCC	Mar11	Completed
22	Performance QPR	Mark Bates	DCC	Jun-11	On Track
23	Performance NEWS Development	Mark Bates	DCC	Jun-11	On Track
27	Talent Management	Yvonne Duffy	DoR	Oct-10	Completed
28	Leadership development	Yvonne Duffy	DoR	Mar-11	Completed
29	Reward & recognition & sanction	Yvonne Duffy	DoR	Mar-11	Completed
30	Responsive L&D	Paul Trevor	DoR	Oct-10	Completed
31	Public confidence	Emma Stanley	DCC	Jul-10	Completed
32	Communicating Change	Emma Stanley	DCC	Mar-11	Completed
33	Corp Comms review	Emma Stanley	DCC	Jul-10	Completed

13. Corporate Services and Executive Officer support will report during June 2011 alongside Corporate Services & Service Delivery units (SDU) and this will conclude these reviews in which a significant emphasis has been placed on the need to examine structures over time and streamlining of such support functions where achievable (Work Package 13.5).

14. Work package 16 Workforce Modernisation has significant plans for workforce mix change in numerous business areas and these will be put together for consideration as a part of the strategic resource panel considerations and future approaches to benefits realisation. This similarly applies to the opportunities presented by collaboration, Work Package 12, which is being managed through the Staffordshire Police/West Midlands police joint working reported at Chief Officer and Police Authority level.
15. The Force has developed its risk management approach with support from the commercial sector and has adopted a 6x6 system. This is also replicated within the change programme with all key work receiving a threat and benefits assessment before it can be implemented. This will facilitate continued assessment of new opportunities and the accountable and auditable realisation of benefits in the future (work package 21).
16. Work package 17, 18, 19, 20, 28, 29, 31 and 32 are ongoing delivery aspects of Corporate Communications, Corporate Service and Benefits Realisation and it is proposed that they are managed through ACPO lead and the process of benefits realisation tracking. Additionally, the business process reviews in these areas are vital. This report details the ACPO owners of these business areas and the ongoing work within each area may be reported upon directly in new governance arrangements through those portfolios.

Investigative Services

Status of Investigative Service work packages

WP Ref	WP Title	CF Lead	ACPO Lead	Target date for completion	Status
7.1	Serious Crime	Phil Bladen	ACC O	Mar-11	Completed
7.2	Public protection	Jav Oomer	ACC O	Mar-11	Completed
8	Forensics	Phil Bladen	ACC O	June -11	On track
9.5	Local investigation	Phil Bladen	ACC O	Jul-10	Completed
10	Protective Services Structure	Phil Bladen	ACC O	Mar-11	Completed
24	Intel Management	Phil Bladen	ACC O	Mar-11	Completed
25	Research and analysis	Phil Bladen	ACC O	Mar-11	Completed
26	Covert Management	Phil Bladen	ACC O	Jul-10	Completed

17. Forensic processes and the delivery structures required are a clear part of work package 8; these are ongoing and will deliver recommendations by May/June 2011. The timescales for this have been extended in order to enable the NPJA to support the Force in its recommendations as agreed by Chief Officers.
18. It is recommended that the continued work in this area be monitored and reported upon through the ACPO Assistant Chief Constable 'Operational' portfolio under new and revised governance arrangements.

Conclusions

19. This report provides a full synopsis by exception of the Communities First programme of change. The implementation of new business structures on 5 April 2011 itself has gone very smoothly. The implementation issues themselves have been managed by business leads and also through the use of a Strategic Gold Board meeting approximately weekly since the end of March 2011.
20. The next phase of Communities First involves the business benefits approach for all completed areas of work and the completion of key business process reengineering during 2011/12 in order to further drive efficiencies, and to enable future cashable benefits to be realised. The Communities First Team is also preparing a synopsis to inform the Strategic Resource Plan and this will report into Chief Officers during May/June 2012.
21. The programme has identified over £24m cost reduction savings to date and the programme team are now tracking the progress of Stage 3, of implementing the new staffing structures, and updating the overall cost reduction assessment in order to inform the Monthly stock take of Strategic Resource Panel.

Recommended: That

- (1) the finalisation of Phase 1 of the programme be noted;
- (2) the final structure proposals, as identified by this report, be assessed, with a final 'closure' report on their completion in June 2011;
- (3) the governance and management of business benefits from completed work through ACPO portfolio ownership continue;
- (4) ongoing benefits realisation be enhanced through the role of the Business benefits manager and team using the agreed benefits measures;
- (5) governance for continuing work elements and outcomes from completed work takes place through:
 - Police Authority (Full meeting, Performance & Resources committee, and the Finance Panel)
 - ACPO portfolio accountability
 - Quarterly Performance Reviews
 - Adoption of benefits management through Force Action Plans
- (6) that the strategic outcomes of change on resourcing continue to be the focus of the Strategic Resource Panel with necessary key decisions after consultation, engagement and ACPO approval to be taken by Chief Officer Management Meeting.

Mike Cunningham
Chief Constable

Staffordshire Police Authority - 1 June 2011

FORCE PERFORMANCE APRIL 2010 – MARCH 2011

Report of the Chief Constable

Purpose of Report

To present Force performance against targets for the period April 2010- March 2011.

Background

2. At every quarterly meeting of the Authority, current Force performance is presented to Members in respect of the aforementioned performance measures. These support and are detailed in the document entitled 'Policing Staffordshire Strategy and Plan 2010/13'. This report demonstrates how performance during 1 April 2010 – 31 March 2011 compared to the targets set, and also how this compares to the previous year.

3. The Performance & Resources Committee has previously considered the year-end data at its meeting on 11 April 2011 (minute no. 65).

Arrangements

4. The report on annual performance, which gives a more detailed commentary on performance during the year, is **attached** for consideration.

Recommended:

That the annual report on Force performance be considered.

MIKE CUNNINGHAM
Chief Constable

Background Documents: Policing Staffordshire Strategy and Plan 2010/13

Contacts:

Theresa Miles, Head of Corporate Services (01785 232462)

Mark Lewis, Strategic Performance Development Manager (01785 232392)

Damon Taylor, Chief Executive (01785 232242)



Annual Report on Force Performance 2010/11

1st June 2011



Force Performance April 2010 to March 2011

This paper aims to report on the performance of the Force between 1st April 2010 to 31st March 2011 against the agreed priorities outlined in “Policing Staffordshire – Strategy and Plan 2010-13”

Overview

The Force set 10 key objectives to achieve the operational plan under 3 priority areas putting the citizen at the heart of all we do:

Understanding Needs, Delivering Service
Reducing Crime
Protecting People

8 targets were achieved during the year. Through the Communities First Programme the Force has achieved this level of performance with 80 fewer police officers (FTE), 135 fewer police staff (FTE) and 9 fewer PCSO's (FTE) equating to a £8.5m cost saving. (The reduction in Force strength is from 1st April 2010 to 31st March 2011)

Understanding Needs, Delivering Service

Percentage of People Who “agree that the police deal with things that matter to this community “(using feeling the difference surveys)

(The single confidence indicator was originally in place for 2010/11 but was removed as part of a national decision. The decision was taken to substitute the single confidence indicator with a similar measure from feeling the difference surveys. No target was set for this indicator so a baseline approach has been taken with the intention of setting a target for 2011/12)

The most recent results for the period December 2009 to February 2011 show that 72% of people agree that the police deal with things that matter to this community. Results for the previous 2 periods were as follows:

June 2009 to March 2010 = 69%
September 2009 to June 2010 = 73%

At Force level the latest result is stable.

At the CSP geographical level results range from 66% (Stafford Borough) to 78% (Newcastle-under-Lyme and Tamworth). However, these 3 areas have seen a statistically significant improvement since the period June 2009 to March 2010. The remaining CSP's are observing stable results over the same time period. See table below :

	Waves 6 – 9 (Jun 09 – Mar 10)	Waves 7 – 10 (Sept 09 – Jun 10)	Waves 8 – 11 (Dec 09 to Feb 11)
Staffordshire Moorlands	68%	70%	67%
Newcastle-under-Lyme	71%	73%	78%
Cannock Chase	74%	83%	79%
South Staffordshire	71%	74%	69%
Stafford Borough	58%	65%	66%
Stoke-on-Trent	75%	76%	73%
East Staffordshire	70%	69%	71%
Lichfield	67%	70%	70%
Tamworth	67%	72%	78%
Force	69%	73%	72%

To Deliver a Service to Crime Victims Which Meets Their Needs Across Age, Ethnicity, Gender/Transgender, Disability, Religious Beliefs and Sexual Orientation.

The largest gap in satisfaction is evident across those victims who follow other religious beliefs other than Christian or no religion at all. The majority of those in the 'Other Religion' category who are not satisfied are in the age group 16-34 and describe their religion/belief as Muslim or 'Other'. They are principally victims of Racist Incidents followed by minor Assaults. Free text comments indicate that perceptions held by these victims include that we can do more to take their case seriously, treat them with respect and demonstrate that we are doing enough to deal with their issue. They would also like to be kept informed about progress made in dealing with the matter. This gap in satisfaction is monitored by the Force Strategic Equality Group with the objective of identifying and addressing any service delivery issues.

The Percentage of Victims Who Are Satisfied With the Overall Service Provided by the Police (Crime)

The Force continues to achieve consistent success in attaining high levels of satisfaction with the service delivered to victims of crime.

During 2010/11 90.2% of crime victims were either completely, very or fairly satisfied with the service provided to them. The target for 2010/11 was to achieve at least 87%. The level of performance achieved is statistically significant when compared to the target and the level achieved during 2009/10.

Compared with the other 42 forces in England and Wales the Force was ranked in 5th position at the year ending December 2010 and 2nd when ranked against its most similar force (MSF) group of 8 forces.

In relation to the elements that drive satisfaction the Force is ranked as follows:

Ease of contact - 1st out of 8
Action taken - 2nd out of 8
Kept informed - 2nd out of 8
Treatment – 2nd out of 8

Action taken and being kept informed are key drivers in influencing overall satisfaction. During 2010/11 the percentage of victims satisfied with the action taken was 90.1% compared with 84.4% during 2009/10. Satisfaction levels for kept informed have increased from 75.2% to 79.4% between 2009/10 and 2010/11.

With regard to action taken the Force is ranked 3rd nationally and 2nd in its MSF group. The positions for being kept informed are 7th nationally and 2nd in its MSF group.

The Percentage of Victims Who Are Satisfied With the Overall Service Provided by the Police (ASB)

The Force continues to achieve consistent success in attaining high levels of satisfaction with the service delivered to victims of anti-social behaviour.

During 2010/11 87.2% of crime victims were either completely, very or fairly satisfied with the service provided to them. The target for 2010/11 was to achieve at least 85%. Throughout the year results have been statistically significant showing that a positive difference has been made in the quality of service delivered.

Action taken and being kept informed are key drivers in influencing overall satisfaction. During 2010/11 the percentage of victims satisfied with the action taken was 84.4% compared with 81.4% during 2009/10. Satisfaction levels for kept informed have increased from 79.2% to 86.1% between 2009/10 and 2010/11.

The recent HMIC report acknowledges that, as a force, we have a “clear commitment” to tackling ASB, and that the issue is “well embedded” as one of our top priorities. It also notes “strong evidence” of partnership working and joined-up efforts with organisations such as councils to target ASB.

Reducing Crime

The Number of Violence with Injury Crimes

The target for 2010/11 was to reduce these types of offences by 6% on the previous year. The Force achieved a 12% reduction overall exceeding the target. This reduction represents 1165 fewer offences. The most serious element of overall violence with injury saw a reduction of 13% and the less serious element 12%. All BCU's achieved at least a 6% reduction overall.

The reducing trend improved at both Force and BCU level during the course of the year. However, the Force remained bottom of its MSF group but continues to reduce these types of offences at a faster rate than its peers. It is expected that the ranking

position will start to improve during 2011/12. Similarly, SOT remained bottom of their MSF group but the other 3 divisions improved their positions over the year.

In terms of domestic related violence with injury the proportion recorded as domestic was 25% at the year end position. The proportion that was domestic related during 2009/10 was 22%.

In relation to high risk repeat victims the MARAC (Multi-Agency Risk Assessment Conference) data for 2010/11 was as follows:

MARAC	Chase	North	Trent	SOT	Force
No of Children	449	542	517	376	1884
No. of Males Victims	17	16	11	7	51
MARAC Cases Total	339	377	389	249	1354
No. of Repeat Cases	60	53	62	34	209
% of Repeat Cases	18%	14%	16%	14%	15.4%

Violent Crime Strategy

During September 2010 the violent crime strategy was introduced following presentation to COMM and Police Authority and focussed on 9 priority areas each having a Superintendent lead. The two areas where the greatest success has been achieved are as follows:

1) Public Space Alcohol Related Violence

- Nightlife Partnerships Co-ordinating activities to reduce violent crime
- Pro-Active Force Licensing Unit targeting problems premises
- Monthly Licensing Meetings with Partners Agencies
- Working with and training Security Industry Authority linking Door Staff into Police Operations
- Introduction of Street Pastor Initiative / Night Churches
- Taxi Marshals
- Effective Resource Management across the force based on Night Time Economy peak nights
- Use of Section 27 Notices, Warning Letters and Exclusions

2) Domestic Abuse

- Introduction of 7 Step Plan which focuses on providing a quality of service to victims, standards of investigation and a problem solving approach within local policing – Introduced on the 1st December 2010
- Ensures Domestic Abuse is consistently delivered across the County
- Joint training with partners and CPS ensuring staff are aware of interventions and legislation available to prevent Domestic Abuse
- Provided support to officers in terms of standards of investigation
- Introduced closer working arrangements / practices with CPS and IDVAs to dynamically review Domestic Abuse cases to reduce attrition rates

The Number of Serious Acquisitive Crimes

The target for 2010/11 was to reduce these types of offences on the previous year. The Force achieved a 13% reduction overall exceeding the target. This reduction represents 1423 fewer offences. Reductions were achieved for all the crime types that make up serious acquisitive crime overall. Domestic burglary saw a 12% reduction, vehicle crime 13% and robbery 21%.

The reducing trend continued to improve at both Force and BCU level during the year and all BCU's achieved good reductions overall. The Force has advanced its position in its MSF group to 2nd over the course of the year and the trend continues to improve. The BCU's were well placed against their peers with continued improving trends evident.

The reasons for the success in reductions can be attributed to the following:

- Operation IMPACT – IMPACT nominals.
- Robust IOM process (Integrated Offender Management)
- Greater agility of command teams in responding to performance challenges
- Appropriate leaders in key areas of focus e.g. vehicle crime
- Stronger partnership working e.g. Smartwater – Trent Valley

The Number of Business Related Crimes

The target for 2010/11 was to reduce these types of offences on the previous year. The Force achieved a 9% reduction overall exceeding the target. This reduction represents 793 fewer offences. Reductions were achieved for all but 1 of the crime types that make up business crime overall. Robbery of business premises accounts for less than 1% of business crime but saw an increase from 40 in 2009/10 to 60 during 2010/11 (50% increase). All the remaining crime types saw good reductions.

The reasons for the success in reductions can be attributed to the following:

- Greater focus on bilking/making off without payment
- Business crime action plan
- Regular results analysis
- Links to Operation IMPACT

Protecting People

Sanction Detection Rate for Most Serious Violent Crime

The target for 2010/11 was to achieve at least a 50% detection rate for these types of offences. Under a backdrop of a 13% reduction the Force achieved a 66% detection rate exceeding the target by 16%. It is also a 4% improvement on 2009/10. Each BCU comfortably exceeded the target with all achieving in excess of 60%.

This step change in performance has lifted the Force to 1st position in its MSF group with a continued improving trend. Both North Staffordshire and Stoke-on-Trent finished the year in 1st position against their peers also. Chase and Trent Valley maintained strong positions within their peer group.

Sanction Detection Rate for Serious Acquisitive Crime

The target for 2010/11 was to achieve at least a 17% detection rate for these types of offences. Under a backdrop of a 13% reduction the Force achieved an 18% detection rate exceeding the target by 1%. It is also a 7% improvement on 2009/10.

North Staffordshire ended the year with a detection rate of 14.4% falling short of the 17% target. However, this was an improvement of over 6% when compared to 2009/10. North Staffs Division has, despite some early successes, been unsuccessful at multiple detections from single offenders (i.e. TICs').

Therefore, whilst the right people have been targeted and often received significant prison sentences which relate to significant reductions in Serious Acquisitive Crime, the Division has not achieved the high volume of TICs' required which, along with the charges, would further boost the sanction detection rate (unlike other Divisions).

A new structure based on IOM has been implemented for the investigative teams complimented by a detailed improvement plan, based on best practice from both this force, Nottinghamshire and Lancashire.

Overall, this step change in performance has lifted the Force to 4th position in its MSF group with a continued improving trend. Each BCU improved their positions against their peers with clear improving trends.

Number of People Killed or Seriously Injured in Road Traffic Accidents

The target for 2010/11 was to see no increase on the level observed during 2009/10. Overall, a 4% reduction was achieved over the course of the year with 11 fewer people being killed or seriously injured. There have been 38 fatal injuries this year compared to 49 in 2009/10. This represents a 22% reduction.

The Force's achievements in this area can be attributed to:

- The "Crash Course" initiative
- Operation Talon
- Operation Octane
- The use of ANPR and seizure of uninsured/unlicensed cars

Staffordshire Police Authority – 1 June 2011

2010/11 Provisional Revenue Outturn

Report of the Chief Constable and the Treasurer

1. **Purpose of the Report**

- 1.1 To inform the Police Authority of the provisional revenue outturn for the financial year ending 31 March 2011 and to seek approval for the allocation of the underspend.

2. **Background**

- 2.1 At its meeting on 10th February 2010 the Police Authority approved a revenue budget of £189.959m. Following a reduction in grant funding of £1.701m by Central Government the revised revenue budget was reduced to £188.258m, as reported to the Police Authority on 20 July 2010.
- 2.2 The provisional revenue outturn shows the net revenue budget for 2010/11 to be underspent by £5.600m (3.0%). The final accounts are being completed and the draft Statement of Accounts will be taken to the Audit Committee at the end of June. The accounts will then be audited and finalised by the end of September. Details of the provisional revenue outturn are given in Appendix 1 and summarised as follows :

2010/11 Provisional Revenue Outturn Summary

	<u>2010/11 Revenue Budget</u> £m	<u>2010/11 Provisional Outturn</u> £m	<u>Variance Under/ (Over)</u> £m
Force Operational Budget	180.843	176.658	4.185
Pensions	3.370	3.124	0.246
Partnerships	0.000	0.002	-0.002
Carry forwards from 2008/09	-1.235	-1.300	0.065
Surplus contribution to Insurance Provision	0.000	-0.316	0.316
Total Force Budget	182.978	178.168	4.810

Police Authority	1.160	0.890	0.270
Capital Financing	3.870	3.600	0.270
Contingency	0.250	0.000	0.250
Police Authority Budgets	5.280	4.490	0.790

Total Budget / Underspend	188.258	182.658	5.600
----------------------------------	----------------	----------------	--------------

Proposals for allocation of underspend:		
Surplus contribution to the insurance provision to be allocated to the Insurance Reserve		-0.316
Provision required for approved voluntary redundancies		-0.820
Carry forward requests		-0.476
Underspend on Police Authority to be allocated to the Reshaping the Force Reserve.		-0.790
Net underspend which the Police Authority has previously agreed in principle to allocate to the Reshaping the Force Reserve.		3.198

- 2.3 The revenue budget has been forecast throughout the year to be underspent, mainly on Police Staff pay budgets due to the high number of vacancies throughout the year; at the year end £3.3m of the Force underspend was a result of staff vacancies. Police Officer overtime overspent by £0.5m, but £0.4m of this was funded from additional external income, resulting in a small overspend of £0.1m. The total spend on overtime for the Force fell by £0.3m from 2009/10 and a further reduction of £0.4m has been budgeted for in 2011/12.
- 2.4 The underspend on the Police Authority budget is due to operational savings and the underspend on capital financing is due to less new borrowing being undertaken than was anticipated as a result of using internal balances to fund the capital programme. Due to the overall Force underspend the Police Authority contingency has not been spent this year.

2.6 Reserves and Balances

A summary of the provisional movements on reserves and balances is shown below and reflects all the recommendations listed in the report.

	Actual 31/3/10 £m	Estimated 31/3/11 £m	Movement £m
Insurance Provision	1.561	1.517	-0.044
Insurance Reserve	1.934	2.250	0.316
Pensions Reserve	0.743	0.743	0
Capital Reserve (including capital receipts & unapplied grants)	0.965	0.481	-0.484
Force Restructuring Provision	0.000	0.820	0.820
Earmarked reserve – operational carry forwards	1.300	0.476	-0.824
Earmarked reserve – Air Support Maintenance	0.100	0.100	0
Earmarked reserve – Reshaping the Force reserve	0.000	3.988	3.988
General Fund Balance - unearmarked	5.375	5.375	0.000
Total	11.978	15.750	3.772

2.7 In comparison to the 2011/12 revenue budget of £188.792m, the unearmarked general reserves of £5.375m would be at 2.8%.

Recommended: That

- (1) the Police Authority note the provisional revenue outturn for 2011/12 and the total underspend of £5.6m as detailed in Appendix 1.
- (2) under Part IV of the Local Government and Housing Act the Police Authority make £1.629m in principal repayments of debt in 2010/11 to meet the minimum revenue provision requirements under Section 63 (1) of the Act, and to note that the Police Authority will make payments of £0.271m to reimburse the County Council for payments of debt outstanding at 31 March 1995.
- (3) the Insurance Provision of £1.517m be noted.
- (4) the surplus contribution to the insurance provision of £0.316m be allocated to the Insurance Reserve, increasing it to £2.250m.
- (5) a Force Restructuring Provision of £0.820m be created from the underspend to meet the cost of voluntary redundancies falling in 2011/12 that were approved prior to 1 April 2011.

- (6) an amount of £0.476m of the underspend be carried forward into 2011/12. There are commitments against a number of areas that have been reviewed and challenged by the Chief Officer team.
- (7) the underspend on the Police Authority of £0.790m be allocated to the “Reshaping the Force” earmarked reserve.
- (8) the remaining £3.198m of the underspend be allocated to the “Reshaping the Force” earmarked reserve.

MIKE CUNNINGHAM
Chief Constable

PAUL BRINDLEY
Treasurer

Contacts:

Suzanne Birchall, Head of Finance and Support Services (01785 232196)

Mike Kaine, Accountant – Internal Business Support (01785 235021)

REVENUE BUDGET MONITORING REPORT - PROVISIONAL OUTTURN

Mar-11

Budget to date Mar-11	Actual to date Mar-11	Variance Under/(Over) spend	STAFFORDSHIRE POLICE AUTHORITY	2010/11 Budget	2010/11 Outturn	Variance Under/(Over) spend
£000's	£000's	£000's		£000's	£000's	£000's
			EMPLOYEES			
			Employee Costs			
112,754	113,158	(404)	Police Officer Pay	112,754	113,158	(404)
6,702	6,431	271	PCSO Pay	6,702	6,431	271
44,093	40,803	3,290	Police Staff Pay	44,093	40,803	3,290
2,178	2,497	(319)	Other Employee Costs	2,178	2,497	(319)
165,727	162,889	2,838	Total Employees	165,727	162,889	2,838
			RUNNING COSTS			
			Premises Related			
1,312	1,855	(543)	Repairs and Maintenance	1,312	1,855	(543)
4,626	4,199	427	Other Premises Costs	4,626	4,199	427
5,938	6,054	(116)	Total Premises Related	5,938	6,054	(116)
			Transport & Travel			
4,294	4,167	127	Vehicle Costs	4,294	4,167	127
832	990	(158)	Other Travel Costs	832	990	(158)
5,126	5,157	(31)	Total Transport & Travel	5,126	5,157	(31)
			Supplies & Services			
5,524	5,496	28	Operational	5,524	5,496	28
7,809	7,317	492	Communciations & Computers	7,809	7,317	492
1,883	1,744	139	Administration	1,883	1,744	139
348	352	(4)	Other Supplies & Services	348	352	(4)
15,564	14,909	655	Total Supplies & Services	15,564	14,909	655
4,581	4,033	548	Total Third Party Payments	4,581	4,033	548
449	1,034	(585)	Total Capital Financing	449	1,034	(585)
197,385	194,076	3,309	GROSS OPERATIONAL BUDGET	197,385	194,076	3,309

Budget to date Mar-11 £000's	Actual to date Mar-11 £000's	Variance Under/(Over) spend £000's	STAFFORDSHIRE POLICE AUTHORITY	2010/11 Budget £000's	2010/11 Outturn £000's	Variance Under/(Over) spend £000's
(12,397)	(13,063)	666	INCOME	(12,397)	(13,063)	666
(2,111)	(2,147)	36	Grants & Contributions	(2,111)	(2,147)	36
(2,002)	(2,048)	46	Reimbursements	(2,002)	(2,048)	46
(32)	(160)	128	Sales, Fees & Charges	(32)	(160)	128
			Other Income / Efficiency targets			
(16,542)	(17,418)	876	TOTAL INCOME	(16,542)	(17,418)	876
180,843	176,658	4,185	FORCE OPERATIONAL BUDGET	180,843	176,658	4,185
3,370	3,124	246	Pensions	3,370	3,124	246
(50)	(102)	52	Partnership Income	(50)	(102)	52
50	104	(54)	Partnership Expenditure	50	104	(54)
(1,156)	(1,206)	50	2009/10 Carry Forwards	(1,156)	(1,206)	50
(79)	(410)	331	Unallocated Carry Forwards	(79)	(410)	331
182,978	178,168	4,810	TOTAL FORCE BUDGET	182,978	178,168	4,810
1,160	890	270	Police Authority	1,160	890	270
3,870	3,600	270	Capital Financing	3,870	3,600	270
250	0	250	Contingency	250	0	250
0	0	0	Local Criminal Justice Board	0	0	0
188,258	182,658	5,600	TOTAL BUDGET	188,258	182,658	5,600

STAFFORDSHIRE POLICE AUTHORITY

1 June 2011

Joint Report of the Chief Constable and Treasurer

PROVISIONAL CAPITAL OUTTURN 2010/11

PURPOSE OF THE REPORT

1. To report on the total capital spend of £11.351m for all projects approved in 2010/11 requiring a total of £6.837m to be funded from borrowing and internal cash flow. The main areas of slippage since the last Police Authority meeting mainly relate to IT Projects which have been delayed due to lack of resource availability and the development of the amenities block at Weston Road. Details on these projects are included in the report below.

INTRODUCTION

2. The capital spend up to 31 March 2011 amounted to £11.351m and included £5.489m on buildings projects, £4.237m on IT Projects, and £1.625m on vehicles and helicopter equipment. A further breakdown of spend can be seen in Appendix A.

CAPITAL PROGRAMME – ADDITIONAL APPROVALS

- 3.1 Since the meeting of the Police Authority on 9 February 2011 a small number of projects required approval to make revenue contributions to capital in 2010/11. These are summarised below.
- 3.2 At the special meeting of the Authority on 7 April approval was granted to transfer the revenue budget held within Organisational Support for fixtures and fitting for Block 1 (conversion of the Southern Area Control Room) to the capital project.

The £0.116m relates to work which did not start until 2011/12, so has been carried forward as an earmarked capital reserve. In addition the Multi Agency Safeguarding Hub (MASH) project approved at the February meeting also received approval to be funded from a revenue contribution to capital from the 2010/11 underspends, rather than borrowing or internal cash flow.

- 3.3 The following three new projects were also considered and approved by the Treasurer and the Director of Finance for projects less than £25,000 and fully funded from revenue:-
 - The first relates to additional portable covert telephone recording equipment for use by Professional Standards Anti Corruption Unit (ACU). The total cost of the equipment is £13,000 and will enable them to record at any police location to improve investigation of breaches and misuse. This recording equipment will integrate directly into the Professional Standards' Hearing Room solution in the new amenities block.

- The second project is required by Protective Services, and at a total cost of £14,150 requires the adaptation of an existing vehicle to fit static camera equipment.
 - The final project relates to purchasing a purpose built crew cab van with a separate bulkhead area into which the Crash Course equipment will fit. The crash course project is one of Staffordshire's key road safety interventions and is sustained by income generation from driver diversion. The current partnership team of 4 are required to transport themselves and equipment on a daily basis to deliver presentations. A vehicle has been sourced and can be fully funded from a revenue contribution (from Crash Course income) in 2011/12 of £16,770. Summaries of these proposals can be found under the capital programme 2011/12 on the Police Authority intranet page.
- 3.4 A further £5,000 direct revenue funding was approved for the telephony concierge project approved at the February meeting in order to meet the full costs of the project, and an additional £7,000 was approved for the Information Auditing and Security Capability Project as the tender to be awarded was slightly higher than originally budgeted, but still over the 5% allowed within the project overall.

CAPITAL PROGRAMME 2010/11 – SLIPPAGE / FORWARD FUNDING

4. Approval is requested from the Authority for projects that have experienced slippage in 2010/11 or require forward funding from 2011/12 over £100,000. These are detailed below;

- **Weston Road Development (Property) - £0.455m underspend**

The relocation to the Weston Road site was marked officially by Prince Edward on 3 May 2011. The completion of the Amenities Block 7 is still on target to complete towards the end of May, but there is still more fitting out before the site can be operational. The underspend from the estimated budget allocated in the programme for 2010/11 along with the additional approval outlined in paragraph 4.2 above brings the total budget remaining for the building aspect of this project in 2011/12 to £1.381m.

- **Watling House - £0.108m slippage**

This amount is for the retention amount on the contract which will be paid in 2011/12 once works have been approved.

- **Force Restructuring - £0.127m slippage**

A budget of £0.200m was approved at the last Police Authority Meeting in February to assist with funding the Force Restructure for April 2011. By the end of March £0.073m was spent, with further spend still required on the relocation of the investigative hubs. The remaining budget and direct revenue contribution in relation to this project has been moved into 2011/12.

Additional slippage of £0.076m on other building projects occurred at the end of the year mainly due to the ongoing re-structure of the Force. Forward funding of £0.181m was required mainly as a result of demolition works going ahead earlier than planned at Cannock Police Station and the build at Cheadle also progressing well.

- **Vehicle Replacement Programme - £0.275 Slippage**

The vehicle capital budget for 2010/2011 is underspent by £0.275m of which £0.046m relates to vehicles from the 2010/11 programme which had not been received or commissioned before 31 March. An additional £0.035m relates to one vehicle not yet ordered and commissioning on the vehicles which have not yet been received. Included within this budget was £0.057m reserved for the vehicle write off fund, of which only £0.027m was utilised in 2010/11. Therefore £0.030m, (plus and additional £0.020m income received from the insurance fund in 2010/11) will be carried forward in earmarked reserves for 2011/12 and has been included in the 2011/12 capital programme.

This leaves an underspend of £0.164m for which approval is requested to add this budget to the vehicle replacement budget in 2011/12 to replace vehicles which were removed from the original replacement programme in order to meet the reduced programme of £1m in 2011/12.

- **Weston Road IT Development - £0.259m slippage**

The remainder of this budget relates to IT costs in relation to final fitting out of Block 7, and should be spent in the first half of 2011/12.

- **Central Authorities and Covert Technologies (£0.116m) and Technology Refreshment Programme (£0.107m) slippage**

Due to structural changes in Staffordshire Police in 2010/11 and as a result lack of resources available for 2010/11, these IT Projects have experienced delays and are required to be transferred into the 2011/12 programme.

- **Business Systems Project - £0.236m slippage**

This project has seen some slippage against early milestones specifically against Finance and Duty Management System (DMS) implementations. The reworked plan sees the position recovered by June 2011 for finance and by December 2011 for DMS. The reworked plan is accepted by the project board and associated business leads with no detriment to the overall programme.

- **Other IT Projects - £0.454m slippage £0.004m savings**

Nearly all the remaining other IT Projects have experienced either resourcing or suppliers issues in delivering by the end of 2010/11. These projects are requested to be transferred for completion to the 2011/12 programme.

ADDITIONAL FUNDING FOR APPROVAL 2010/11

- 5.1 The projects which have finished in 2010/11, with small overspends (within the 5% limit), include the Force wide Security System (£12,000 - 1%), Safer Detention Works (£1,000 – less than 1%) and Network Security (£10,000 – 2%). One project, the purchase of helicopter goggles has a small overspend of £4,000, but amounts to 13% over the estimated cost. Approval is requested from the Police Authority for this to be funded from internal cash balances in the year.
- 5.2 Projects which finished slightly under budget include Body Armour and Chase CCTV installation amounting to a saving of £4,000 in 2010/11.

5.3 Movements since the last Police Authority meeting are outlined below:-

	£m
Major slippage / forward funding on individual Projects over £0.100m	(1.683)
Other slippage	(0.530)
Forward funding	0.181
Finished Projects in 2010/11 – Reduced Spend	(0.004)
Additional Spend in 2010/11 (Paragraph 5.1)	<u>0.027</u>
Total Movement since last Police Authority Meeting	<u>(2.009)</u>

CAPITAL FINANCING PROPOSALS

6.1 The capital expenditure changes outlined reduced the expected borrowing requirement for 2010/11 by £1.348m. This is a result of the reduced budget requirement of £2.009m countered by reduced funding of £0.661m. The main reduction in funding was as a result of reduced receipts as the sale of Crossfields House did not complete before the 31 March, although, additional capital receipts were received for the sale of the Helicopter amounting to £0.065m taking the total capital receipts received in the year to £1.025m. The other capital receipts relate to the sale of Stapenhill, Whitecliff House and Abbots Bromley Police Station.

6.2 Finally, some of the capital reserves have not been fully utilised in 2010/11 as projected, and as at 31 March 2011, if approved, will also include contributions from revenue in relation to 2011/12 expenditure. The earmarked capital reserves as at 31 March 2011 now amounts to £0.481m and will be utilised in 2011/12. This is reflected in Appendix A.

6.3 The table below sets out the final financing position for 2010/11.

	2010/11 £m
Total Funding	
Required Borrowing (internal and external)	6.837
Capital Receipts / Reserves	1.025
Capital Grant	1.953
Other Grant/Sponsorship	0.012
Revenue Contributions in year (DRF)	1.020
Transfer to Reserves for 2011/12	(0.427)
Contribution from Reserves (DRF and Grant)	0.931
TOTAL FUNDING FOR IN YEAR SPEND	11.351

6.4 It should be noted that for the first time the Police Authority has utilised its internal cash balances as a substitute for external borrowing. This has been referred to in previous reports on the Treasury Management strategy

MINIMUM REVENUE PROVISION (MRP)

7.1 Based on the outturn for 2010/11 the charge to the revenue account in 2011/12 for the minimum revenue contribution will decrease from the original estimate of £1.943 m to £1.855m.

LIMITS APPROVED

8.1 2010/11

Approved Operational Boundary	£74.3m
Approved Authorised Limit	£78.8m

The Authority has not exceeded the approved operational boundary or authorised limit established for 2010/11, with total borrowing at £47.9m.

8.2 2011/12

Approved Operational Boundary	£61.8m
Approved Authorised Limit	£62.9m
External Debt	£46.0m

Projected Capital Financing Requirement	01/04/2011	£49.2m
Projected Capital Financing Requirement	31/03/2012	£55.2m

2011/12 PROGRAMME AND BEYOND

9. At this stage no update report on capital spends for 2011/12 has been produced, however, the slippage and forward funding, if approved, will be carried into 2011/12, and the revised spend is detailed on Appendix A. Other known additions required for the 2011/12 programme were detailed under paragraph 4 above. Appendix A has been updated to reflect these changes.

EQUALITIES IMPLICATIONS

10. The equalities implications in respect of the schemes detailed in this report and appendices have been addressed as part of each project's brief.

RECOMMENDED: That

- 11.1 the capital outturn for 2010/11 be noted;
- 11.2 additional approvals since the February Police Authority as detailed in the report be noted;
- 11.3 the slippage from 2010/11 and forward funding required from 2011/12 summarised in Paragraph 4 be approved;
- 11.4 the overspends on projects outlined in paragraphs 5.1 be noted; and
- 11.5 the capital financing proposals for 2010/11 and Minimum Revenue Provision (MRP) for 2011/12 outlined in paragraphs 6 and 7 are noted and approved.

M. CUNNINGHAM
Chief Constable

P. BRINDLEY
Treasurer

Contact Name: - Jasmine Ross Tel: 01785-232448

SUMMARY OF CAPITAL PROGRAMME FOR 2010/11 and ONWARDS

APPENDIX A

	2010/11 Budget Original £'000	2010/11 Budget Dec PA £'000	2010/11 Revised Feb PA £'000	2010/11 Actuals April £'000	2010/11 Change (Under) £'000	2011/12 Budget £'000	2012/13 Budget £'000	REMAINING BUDGET from 11/12 £'000
Land and Building *								
Headquarters Relocation to Weston Road (excluding IT - see below)	4,600	4,199	4,123	3,668	(455)	1,381	0	1,381
Cheadle Police Station	561	561	561	642	81	919	0	919
Watling House	532	532	532	424	(108)	108	0	108
Tamworth Refurbishment	498	0	0	0	0	498	0	498
Cannock Refurbishment	435	100	20	98	78	337	10	347
Force Restructure as at 5th April 2011	0	0	200	73	(127)	127	0	127
Other Property Projects	271	242	271	241	(30)	114	50	164
MASH	0	0	0	0	0	110	0	110
Forcewide Security	242	242	293	305	12	0	0	0
Force DDA	175	75	55	38	(17)	17	0	17
Northern Re-Provision	6	6	6	0	(6)	888	1,500	2,388
Total Property	7,320	5,957	6,061	5,489	(572)	4,499	1,560	6,059
Information Technology (IT) & Equipment								
Technology Refreshment Programme	2,219	469	1,609	1,502	(107)	1,755	1,006	2,761
Headquarters Relocation to Weston Road IT	1,213	830	830	571	(259)	359	0	359
Finance & Human Resources Systems	1,074	1,410	1,410	1,174	(236)	1,040	0	1,040
Digital Recording, Interview Suites	1,073	473	3	0	(3)	1,073	0	1,073
Customer Interaction Management (CIM)	502	150	150	101	(49)	49	0	49
Mobile Data * (Note - handsets have been purchased from TRP above)	1,221	490	86	62	(24)	1,159	689	1,848
Network Security	331	331	331	341	10	0	0	0
Protecting Vulnerable People (PVP)	233	179	40	38	(2)	195	0	195
Central Authorities and Covert Technologies	187	187	187	71	(116)	116	0	116
Data Quality	133	33	0	0	0	133	0	133
Information Auditing and Security Capability	123	123	123	25	(98)	105	0	105
GIS Mapping	110	110	110	66	(44)	102	0	102
PINS (Prisoner Intelligence)	0	35	35	0	(35)	35	0	35
Other IT Projects (Less than £100k)	853	493	489	286	(203)	895	0	895
Potential Additional Spend in 12/13	0	0	0	0	0	0	3,245	3,245
Total IT	9,272	5,313	5,403	4,237	(1,166)	7,016	4,940	11,956
Helicopter	31	31	31	35	4	0	0	0
Vehicle write-off account	57	57	57	27	(30)	50	0	50
Vehicles	2,043	1,808	1,808	1,563	(245)	1,276	1,000	2,276
Total Vehicles	2,131	1,839	1,839	1,625	(271)	1,326	1,000	2,326
TOTAL COST	18,723	13,166	13,360	11,351	(2,009)	12,841	7,500	20,341
Financing Costs								
Borrowing Requirement in Year - Property & Helicopter Projects (A)	7,010	5,601	5,501	5,060	(441)	4,142	1,560	5,702
Borrowing Requirement in Year - IT projects (B)	6,145	2,770	2,684	1,777	(907)	4,017	0	4,017
Main Capital Grant from Home Office	2,000	1,953	1,953	1,953	0	1,264	1,900	3,164
NPIA Grant - Mobile Data (reserves)	405	405	405	405	0	0	0	0
Home Office Grant - Helicopter Goggles	13	13	13	12	(1)	0	0	0
Revenue Contribution / Other Grants and Vehicle Write Offs in Year	40	106	762	1,040	278	412	395	807
Anticipated Capital Receipts in Year	2,550	1,762	1,512	1,025	(487)	2,920	15,500	18,420
Net Funding (To) / From Reserves (exc mobile data grant)**	560	556	530	79	(451)	86	(11,855)	(11,769)
Total Funding	18,723	13,166	13,360	11,351	(2,009)	12,841	7,500	20,341
Total Borrowing Required for Year (A) and (B)	13,155	8,371	8,185	6,837	(1,348)	8,159	1,560	9,719

* Staffordshire Police is also working in partnership with Lichfield District Council to relocate Lichfield Police Station currently at no cost to Staffordshire Police

** The Net Reserves figure includes £0.526m used from the carried forward from 2009/10 plus an additional £0.447m transferred in 2010/11 to be used in 2011/12.

Staffordshire Police Authority

BUSINESS PROCESS REVIEW PROGRAMME

Report of the Chief Constable

Purpose of the Report

1. To seek the Police Authority's approval to the utilisation of reserves to support the Business Process Review Programme.

Background

2. Business Process Re-engineering has featured in the Communities First programme as a key component of the drive to achieve savings and deliver improvement in service in the face of significant staff reductions. In due course the plan is to achieve a skills base within the organisation's own staff to achieve results across all areas of delivery and, as a result of excellent progress on structures, the time is now right to consider an investment in this high value area of transformational change.
3. In late 2010 the Force asked KPMG to complete a scoping study in Staffordshire to assess the efficiencies and service improvements the force could expect from business process re-engineering techniques. KPMG is one of only two organisations selected by the Home Office to work with forces on delivering continuous improvement. KPMG is the only organisation able to use the QUEST approach which has now been deployed in 17 Forces and the results have been consistently impressive.
4. As a result of the scoping work conducted by KPMG in November and December 2010, there is now a clear understanding of the opportunities to improve service, reduce costs and reduce the risk of implementing transformational change in operational policing. A formal proposal for KPMG to take this work forward has now been received.
5. In relation to the procurement issues, the force has sought advice from the Head of Procurement. Following open competition, the Home Office issued a Service Order to KPMG on 19 May 2010 forming a contract between the Home Office and KPMG under the terms of the *Buying Solutions* framework let by HM Government (RM353: Multi-Disciplinary Consultancy Framework). The framework allows police forces and criminal justice agencies to draw down consultancy support to implement continuous improvement around organisational processes and internal skills development.

6. The Authority can therefore be reassured that use of the framework has been subject to due process to ensure value for money and it would not be in the interests of the Police Authority to re-tender this work.
7. Engagement in business process re-engineering techniques and securing the required degree of external consultancy is now considered urgent on the basis that :
 - The complexity of the work required to create fit for purpose operational processes in our new structures is a significant challenge for our existing internal skill levels
 - There is a need to quickly build our change management capability to deal with process re-engineering throughout the organisation
 - The force is already heavily committed in programmes associated with collaboration and benefits realisation from Communities First phase one
 - There is a pressing need to identify further possible savings anticipating the remaining funding gap for 2012/13.
8. There will be a need to communicate this arrangement proactively (both internal and external) around investing a large sum of money on this work in the face of the biggest cost saving exercise the service has ever undertaken. It will cover two key themes; the need to deliver a “quick win” on communicating further process-derived savings, combined with an invest to save element around developing an in-house capability. The latter will ensure that we can continue to sustain service delivery quality into the future, through reengineered processes, with reduced resources. Whilst the emphasis of the programme will be on its ability to ensure the delivery of savings it will also communicate its ability to radically transform the way we deliver our services.

Details of work to be undertaken

9. The current negotiation with KPMG is based on an 18 week programme of capacity building, business process review and service transformation. The fee for the work is £480,000 and has been agreed following significant negotiations. In relation to funding, it is proposed that this be financed from Reserves, details of the current levels of reserves are considered elsewhere on this agenda. This not only preserves the full revenue budget for securing vital front line services but demonstrates to the public, our staff and stakeholders that both the Force and the Authority are serious about transforming the service.

10. In relation to commencement of the programme, it would be opportune for the work to coincide with the inception of the Force's own Business Benefits Realisation Team, likely to be in early June 2011.
11. During the first six week phase, the programme will augment the data and analysis collected during the scoping phase with a full review of cost, performance and productivity across functions and processes in Staffordshire Police. KPMG will apply the PolCAT (Police comparative assessment tool) approach to collect this data which will be presented in a full report which can be used by the Force and Authority to support both the Communities First programme and collaboration, particularly with West Midlands. During this six week period the programme will use the data collected to produce outline business cases for the following processes:-
 - Incident Management – defined as the process from initial grading of a call for service through to the final resolution of that call;
 - Crime recording, screening and allocation – defined as the process from recording of a crime through to allocation for secondary investigation;
 - Crime suspect management – defined as the process from allocation of a crime through to finalisation of the crime;
 - Intelligence, co-ordination and tasking – defined as the processes from the receipt of intelligence (by the intelligence processing team) through to an intelligence product being produced.
12. These areas are selected on the basis that they account for the bulk of Force expenditure and present the largest opportunities for savings and improvements to service. Whilst these processes are largely performed by local policing resources, the scope addresses major interfaces with other departments such as Operational Communications Department and custody. These are clearly complex processes and the Force needs the kind of detailed understanding and support offered by KPMG to take on such intricate work in the desired timescales.
13. Because of resource constraints, it is unlikely that business cases in all of these process areas can be taken forward to detailed design. The business cases must therefore be prioritised after this stage and the scope for detailed design, appropriate to the resources in the team, will be agreed jointly between the Authority, the Force and KPMG. The detailed design phase will last six weeks and will concentrate design in either County Local Policing or Stoke on Trent. KPMG is now working on an identical programme with West Midlands and this presents a real opportunity to harmonise our key business processes at the design stage to facilitate even quicker collaboration in due course. Changes

will then be piloted in one area during a final six week implementation and evaluation phase.

14. One of the principles of the programme is the requirement to build appropriate skills and capability internally. KPMG will work in a joint team with officers from the operational units affected and staff who will make up the future benefits realisation team. All work will be completed and presented jointly. Where specific skills gaps are identified, (e.g. calculating benefits), ad hoc training can be delivered by the KPMG team. The aim of the capability transfer will be to enable the Force team to complete the rollout across the Force area and then pursue Process Review across the Force functions in time.
15. It is proposed that the Deputy Chief Constable will be the Programme Director and that reports be presented to the Authority after the completion of each of the three phases. The Authority will be required to appoint members to serve on a programme review panel for this purpose.
16. The evidence of KPMG success with QUEST Business Process Reengineering in other force areas as set out in case studies suggests an average (across 17 forces so far) Return on Investment (ROI) of 10:1, with a minimum targeted ROI of 7:1 deliverable within 3 years of implementation; and a target to repay project cost within the first 12 months of implementation.

Some examples of case studies from forces which have already adopted the approach which will serve to illustrate the delivery of process and efficiency improvement are:

- Incident Management (Greater Manchester Police) where response to incidents (percentage attended within target time) was improved as follows:
 - Grade 2 responses improved from 77% to 97% (26% improvement)
 - Grade 3 responses improved from 67% to 87% (30% improvement)
 - In resource cost terms the staffing requirement for the function in the pilot BCU was also reduced from 1562fte to 92fte (41% reduction)
 - Following implementation 98% of customers were completely satisfied or satisfied with the way their incident was handled.
- Crime Management (West Yorkshire Police) “Life of a (low level) Crime”:
 - 47 days average investigation duration pre-QUEST

- Stabilised at 10 days average post-QUEST; a 64% reduction
- As a result of the implementation of crime investigation solutions the staffing requirement was also reduced from 140fte to 84fte (40% reduction)

Funding proposal

17. As referred to in paragraph 9. above, it is proposed that this expenditure be found from a contribution from the Reserve.

Approval process

18. Members were given the opportunity to question both the Chief Constable and the consultants, KPMG, at the Development Seminar on 7 April 2011 about this proposal. Members provided a robust challenge of the proposals which they recognised were key to further developing the organisation, whilst strengthening and improving processes which would significantly benefit the service delivered to the public of Staffordshire and protect frontline delivery. It was also recognised that this would be a significant step in developing a greater inter-operability with West Midlands Police, with whom the Authority has recently agreed to create a Joint Committee to progress collaboration. Members sought assurances from the Chief Constable that the appropriate checks and balances would be in place and that the Authority would be involved in the governance of the project. Members supported the proposals in principle but agreed that a more detailed report be provided to the Authority for formal approval.

Conclusion

19. The police service is facing difficult times, however it is the very nature of the financial situation which requires the Authority and Force to continue the planning for the next four years with real rigour, innovation and pace. The Chief Constable has experience of the QUEST programme elsewhere and recommends to the Authority that the support offered by KPMG is necessary and the return will far outweigh the investment. Phase one of the programme will provide greater precision over the extent of the savings that can be expected, however, as set out above, KPMG state a minimum of a 7:1 rate of return on investment and this figure could very likely be higher.
20. **Recommended:** That
 - (1) the report be noted
 - (2) consultancy support from KPMG to support the business process review programme, be agreed, to be funded from Reserves; and

- (3) the Authority nominate two members to serve on a Programme Review Panel to provide oversight and scrutiny of the work.

MIKE CUNNINGHAM
Chief Constable

Contact: Douglas Paxton, Deputy Chief Constable
Tel: (01785) 232219
Email: douglas.paxton@staffordshire.pnn.police.uk

Security Classification:		NOT PROTECTIVELY MARKED	
Disclosable under FOIA 2000:		Yes	
Author/Contact:	D WILNE	Force/Organisation:	Staffordshire Police
Date Created:	20 May 2011	Telephone:	01785 232383

STAFFORDSHIRE POLICE AUTHORITY

Open Report of the Chief Constable

to the meeting of the Police Authority

Police Headquarters, Stafford,

DATE: 1 JUNE 2011

ITEM: 12

1. Official Opening of Weston Road Headquarters

On May 3 2011 HRH the Earl of Wessex visited the Weston Road complex to mark the official opening of the site as the forces new Headquarters. A tour of the Southern Control Room was followed by an opportunity to meet a number of police officers and staff, members of the Special Constabulary and Police Authority. The visit was concluded by the unveiling of a plaque to mark the official opening of the new headquarters.

2. New force structure

As of 5 April 2011, the force went live with it's new force structure from four Basic Command Units to 11 Local Policing Teams, three in the City and eight across the County. The operational structure now matches that of our Local Authorities and builds on existing standards of service to ensure that our communities are kept safe and reassured. The structure also sees Operational Communications Department, Justice Services and Tactical and Cadre all coming under the Operational Services Group. Investigative Services now encompasses Intelligence, Protecting Vulnerable People, Forensics and Central, Northern and Southern Investigative Hubs. Information Technology, Corporate Services, Professional Standards, Legal Services and Corporate Communications remain under the Deputy Chief Constable's Directorate, whilst Human Resources Development, Finance, and Support Services remain under the directorate of the Director of Resources.

Further work is ongoing to explore new ways of working with our partners to share buildings, further reduce costs and make services more joined up. However services will not be withdrawn from existing police stations unless alternative premises are sourced.

As the Communities First Change programme had progressed into implementation phase, the emphasis now will be on evaluation of the changes made. This will see the formation of a benefits realisation team for the force.

3. HMIC Valuing the Police Programme

Following the initial support and challenge meeting in January 2011 a two day inspection took place on 15 & 16 February 2011. The inspectors' review of document submissions and interviews with key Police Authority and Force Executive and business area leads resulted in a draft report to the force in March 2011.

The report outlined the force's commitment and early successes in addressing the preparedness to achieve against the financial challenges up until 2013/14 and beyond.

4. Deaths of officers and staff

The funeral of serving Sergeant Alan Bowley took place on Wednesday 27 April at 12.45 pm St James and St Paul's Church, Marton, Nr Congleton. Sergeant Bowley served as a dedicated police officer for Staffordshire for 25 years. The force and authority were represented.

The funeral of Kay Bould a serving member of police staff in the Operational Communications Department took place on Monday 9 May 2011 at 10.45 am at Carmountside Crematorium, Stoke-on-Trent. Mrs Bould was a valued member of staff who had been with Staffordshire Police for 13 years. The force and authority were represented.

The funeral of Jackie Lamont a former serving Detective Constable took place at 2pm on Thursday 14 April at St Laurence's Church, Congleton Road, Biddulph. Jackie retired from the force in the summer of 2010 following 23 years of service. The force and authority were represented.

5. Changes to Executive Team

As of the 5 May 2011 ACC Beale will leave Staffordshire Police and take up his appointment as ACC Security at West Midlands. The Chief Constable and Executive colleagues thank ACC Beale for his significant and valued contribution to the success of Staffordshire Police since his appointment in 2007.

6. Collaboration arrangements: Joint ICT Manager

Staffordshire Police's Head of Information Technology, Phil Lovell has been appointed as the new joint Head of Information and Communication Technology (ICT) for Staffordshire and West Midlands Police. The appointment is a significant milestone on the way to even closer collaboration between the two forces. This will pave the way for us to harmonise IT systems ahead of closer working in other business areas. In the short term, the focus will be on harmonising systems to support operational policing. Mr Lovell will lead on the development of a new, joined-up ICT strategy to be ratified by a joint Police Authority committee.

He will be taking up his new role from 1 June and will work between Lloyd House in Birmingham and our HQ in Stafford. He will report to Chris Price, Chief Information Officer at West Midlands Police.

7. Operation Slingshot: Update

Operation Slingshot involves the solvent wind down of the Forensic Science Service (FSS). On 14 December 2010, the minister for Crime Reduction, James Brokenshire, announced the progressive break up of the FSS over the following 12 months. This followed a detailed forensic market analysis conducted on behalf of the Home Office by Price Waterhouse Cooper. They reported that it was inevitable that FSS' market share would drop from 65% to less than 40%. Current losses of £2m per month and significant legacy costs would leave the business unsustainable. Alternative providers are established within the market and are securing new contracts. These providers could grow to accommodate the business currently held by the FSS.

Slingshot both accelerates and consolidates the existing National Forensic Framework Agreement (NFFA) regional mini competitions. As part of the WMR, Staffordshire approached the NFFA by awarding analytical DNA and Drugs requirements first in Aug 2009, then the casework requirements e.g. Sexual Offences and Homicide in Dec 2010. All these contracts have now been implemented, see Fig (i).

In 2009 the FSS were awarded the 2 DNA analytical contracts, PACE DNA (from Detainees) and Crime stain DNA (Intelligence samples from Serious Acquisitive Crime). These contracts are key to force performance, delivering daily match identifications and contribution to detections and crime reduction.

On 20 April 2011, the NPIA issued a national invitation to tender for all analytical and casework requirements. Staffordshire's DNA lots are included. That Award will allow the force to transition remaining work from the FSS contracts. Bids will be evaluated regionally and awarded in July.

On this basis the risk to Staffordshire's performance and value for money continuity in minimal, however, there is a significant requirement for Forensic Service Providers (FSPs) to build sufficient capacity in time. This is more straight forward in solely analytical type services such as DNA, so the risk to Staffordshire is low. The NPIA have been working closely with forces and FSPs to forecast demand and agree transitional arrangements in some regions pre award. Accepting the degree of market disruption and lead time to build capacity there is medium risk to service timeliness in casework where services are hand crafted. Although Staffordshire has contracts in place for these services we are planning to closely manage this timeliness over the next 12 to 18 months to minimise the impact on investigations and the judicial process.

Fig (i)

Type	FSP	STATUS
Intelligence		
PACE DNA (from Detainees in Custody)	FSS	ITT - Award July 2011
Volume Crime DNA	FSS	ITT - Award July 2011
Casework		
Drugs	LGC	Implemented
Violent Crime, Toxicology, Fire Investigation, Homicide, Firearms, Sexual Offences, Volume Crime Cases	Cellmark	Implemented
Documents, Traffic Alcohols, Drugs Driving, Alcohol Technical Defences	LGC	Implemented

8. Awards

Long Service Awards were held on 23 March at Tillington Hall Hotel in Stafford. During the event, 22 officers and staff received medals for 20 years service to the force. In addition to this, the force Annual Awards Ceremony was held on Tuesday 17 May, again at Tillington Hall Hotel. Fourteen awards were presented to individuals and groups who have displayed acts of bravery and dedication over the past twelve months.

The next ceremony will be held at the end of June and it is hoped that this event will utilise the new purpose-built conference facilities at the force Headquarters on Weston Road.

9. Equality Implications

Human Rights and the equalities implications in respect of the items detailed in this report will be addressed, where appropriate as the item is progressed in detail.

STAFFORDSHIRE POLICE AUTHORITY

Open Report of the Chief Constable

to the meeting of the Police Authority 1 June 2011

ITEM 12 ADDENDUM

NATIONAL AIR OPERATIONS – PROGRESS REPORT

Purpose of Report

1. To brief Chief Officers/Police Authority members within the West Midlands Region on plans to combine four Air Support Units within the Greater Midlands Region in accordance with the strategic aims of the National Police Air Service (NPAS).

National Air Operations – Central Region

Background

2. In 2009, the Association of Chief Police Officers (ACPO) undertook a fundamental review of the National Air Operations Strategy, concluding that the overall national picture was highly fragmented, more costly than it needed to be and its impact less than it could be considering the costs of running it.

3. As a result of the review, the Policing Portfolio Group commissioned Chief Constable Alex Marshall, (Aviation Portfolio holder for ACPO), to scope the work required in developing a National Police Air Service (NPAS). The NPAS Project Team was created and they have since 2009, been working with the support of the NPIA, in developing the 'road map' for a national service.

4. The overarching objective of the NPAS project is to deliver by the end of March 2012, the structure to provide the police service with an air support capability that:-

- Maximises the benefits of air support to the delivery of frontline police services;
- Is achieved at lower cost than a service that is procured and managed locally;
- Is an integrated part of the wider policing strategy, supporting its objectives; and
- Harnesses innovation in the aviation sector for the benefits of policing

5. The NPAS Project Team examined three potential models for change and presented those models to Chief Constables' Council on 15th October 2010:

Option 1 – 'As-is' Model – Retain the fleet of 33 aircraft and make savings through the implementation of a national management structure and by rationalising existing contracts (e.g., maintenance, pilotage etc).

Option 2 – Urban-only Model – Reduce the fleet to 12 aircraft (plus 2 spares), which are to be located around the areas of highest population density.

Option 3 – ‘Optimum’ Model – Reduce the fleet to 23 aircraft (plus 3 spares) and move some aircraft to new bases in order to improve the level of coverage across England and Wales. This model reduces the number of bases from 31 to 20.

6. Chief Constables examined the options, with option 3 being the preferred proposal as this appeared to offer the best balance and value for money. The Chief Constables of the West Midlands Forces supported the formation of NPAS via this option.

7. In 2010 Chief Officers and Police Authorities had agreed wider collaboration from April 2010 between the Central Counties Air Operations Unit (CCAOU), West Midlands Air Operations Unit (WMAOU) and the Central Motorway Police Group (CMPG). This reflects the current operating model that exists today. The Shadow Service will now include North (Derbyshire and Nottinghamshire) and East Midlands (Leicestershire, Northamptonshire, Warwickshire) Air Operations Units. Air Support under the NPAS model will also include Lincolnshire.

National Police Air Service

8. The National Plan is to operate with six regions. The transition to NPAS will be by regions. The Central Region consists of the nine police forces in the East and West Midlands and is expected to be the first region to transfer to NPAS, in April 2012.

9. Leading to the transition, the NPAS plan is to form a regional ‘shadow service’, to mirror as far as possible the concept of the NPAS. The Central Region Air Support Units (ASU), together with the Central Motorway Policing Group (CMPG), is working towards the formation of this shadow service, to be in place by 4th July 2011. The two ASU’s in the West Midlands have recently merged under the governance of the CMPG, which also provide a Regional Control Centre (RCC). It is intended that the existing management structure will remain during the shadow service but reporting to a Central Region Authority. Once the NPAS is fully implemented, a different management structure will be implemented. Detail of governance is outlined at section four.

10. Due to force budgets and contractual commitments, a Central Region Shadow Service will have certain constraints but will benefit from:

- Borderless tasking by the nearest helicopter
- Single point of contact and despatch by regional control
- Availability of a helicopter during servicing
- Availability of additional helicopters at a major event or incident
- Preparedness of a smooth transition to NPAS

11. Collaboration provides the region with an opportunity to maximise the benefits of air support to the delivery of front line police services against a backdrop of severe budgetary constraints. The shadow service simultaneously advances the region towards genuine interoperability prior to a potential transition to the National Police Air Service

12. During the shadow service there will be a focus on providing opportunities to reduce overall costs, but also considers a simultaneous improvement in the way service is delivered.

13. The key objectives of the shadow service are:-

- To maximise the benefits of air support delivery across the region to front line police services.
- To ensure that regional air support delivery is aligned to the work of the NPAS Project.
- To ensure that regional air support delivery complies with CAA regulations.
- To ensure as far as reasonably practicable that there is commonality across the region in training/ policy and procedures.

14. The key benefits will be:-

- Financial savings for collaborating Forces, whilst simultaneously aligning Central's air support delivery with the aims of the National Police Air Operations Strategy and the objectives of the National Police Air Service Project.
- To ensure the tasking of air assets is aligned to policing priorities.
- To ensure the effective co-ordination of regional air assets.
- To assist the region in evidencing the effective, efficient and economic use of resources through greater collaboration.
- To place the region in a favourable position if the NPAS commencement date is delayed.

Governance

15. During the proposed shadow service of the Central Region, daily management of the air assets will continue as at present.

16. The Project of forming a shadow service and then preparation towards the April 2012 transition to the formal NPAS Central Region is being supervised by a Project Team, reporting to a Central Project Board. The Project Team is headed by Project Manager Chief Superintendent David Jones, the Commander of CMPG. On this team are the four ASU Unit Executive Officers (UEO) members of the NPAS Project Team and nominated specialists.

17. The Project Team report to the Project Board, the SRO being ACC Dee Collins, Derbyshire Police who is assisted from the West Midlands by ACC Garry Forsyth.

Service Elements

18. Whilst still operating under force and local consortium control, operating hours, the amount of flying, financial expenditure and human resources committed to the delivery of air support are none negotiable. Although flying hours may be increased at no extra cost due to the nearest aircraft attending an incident, local UEO's will need to closely monitor the flying to ensure budgets are not breached.

19. There will be no transfer of assets between forces prior to NPAS.

Conclusion

20. A true shadow service should reflect the end product of what NPAS Central Region should look like post inception. Due to contractual commitments and financial constraints the option of a 'full' shadow service could not be adopted. There has been no decision as yet on the NPAS host organisation and to temporarily assign an organisation to manage and control the Central Region for a period of less than a year is not practicable or cost effective.

21. For the reasons included in this report the preferred option is to migrate into a shadow service from June 2011, which will be a forerunner to the transition of the NPAS Central Region from April 2012. The Shadow Service will provide insight into the operation of the future service but at no extra cost. Whilst operating as a shadow service, preparations can be expedited towards the eventual transition. Any financial savings achieved through this process will be channelled back into contributing forces.

Recommended:-

That the Authority note progress in the development of a national police air operations.

MIKE CUNNINGHAM
Chief Constable

Contacts: Assistant Chief Constable Jane Sawyers
Tel: 01785 232120 **Email:** jane.sawyers@staffordshire.pnn.police.uk
Ch. Supt. Jones, CPMG

Staffordshire Police Authority – 1 June 2011

POLICE REFORM: UPDATE

Report of the Chief Executive

Purpose of the Report

1. To provide the Authority with an update on recent activity in relation to the Police Reform proposals.

Police Reform & Social Responsibility Bill: Legislative process

2. On 11 May, Peers in the House of Lords voted down the proposal to introduce directly elected police and crime commissioners, tabling an amendment, which was passed by 12 votes, which effectively contains provisions creating a Police Commission for every police area, comprised of a Police & Crime Panel and a Police and Crime Commissioner (PCC), who is to be appointed by the panel from amongst its own members. Clauses which previously referred to there being a directly elected PCC for each area have been removed.
3. Following the vote, it is understood that Peers spent a period of time deciding how to proceed with the Bill and whether they could continue to debate anything in relation to Police and Crime Commissioners. It was concluded that they could, because the amended wording still referred to the post. The Lords will therefore continue to debate the Bill in Committee over the coming weeks. It seems likely that there will be a number of new amendments, testing the relative powers of the new Police Commission, and the powers of its component parts, as well as the manner in which it is appointed. There are also many clauses, only marginally affected by this change, which need to be discussed.
4. At present it is the intention of peers to take the Bill through its usual stages in the House – Committee, Report and Third Reading. The defeat of the PCC proposal on 11 May was unusual in that a vote was taken on the first day of Committee. The Lords generally only vote on key issues at Report Stage, thereby giving Government a chance to respond to concerns raised in Committee, before pressing the point. Some commentators are stating that the vote represents a real strength of feeling in the House and a warning shot to Government about the proposals.
5. It is difficult to be certain how long the Bill will now be in the Lords, or what effect the first night's vote will have on delaying the Bill, but it is beginning to look possible that it might not finish in the Lords until summer recess, or possibly even later. The amended Bill will be returned to the Commons, once completed in the Lords. The Home Office has indicated it will re-amend the Bill when it gets there. In reality, much will depend on the position of the Liberal Democrats at that time.
6. A process of 'ping-pong' will then follow between the Lords and the Commons, as each accepts or rejects changes made by the other. This is a mechanism for finding a compromise acceptable to both Houses. If no compromise can be found, the Commons can use the Parliament Act, and insist on its primacy. However, this

is a serious constitutional step which is not taken lightly. It was five years before the Government used the Parliament Act in relation to the Hunting Bill.

7. A compromise of some sort is the most likely outcome. But other scenarios are possible: the Lords might concede, the Government might decide on a period of abeyance while they reflect, or the Bill might be recast and brought back to Parliament again next year.

Next Steps

8. It is important to note that the amendment made on 11 May was not an end in itself and Government will still be pressing to implement their original proposals. It was notable in the debate, however, that the Peers' objections were very much based on principle, and not just focused on delaying the Bill. They are keen to develop a consensus around some principles or parameters that would be acceptable to those peers who have concerns, and be clear about the concessions they would like to see from Government. The most likely outcome is that there could be significant change, although it is impossible to be certain of the exact nature of that change at present.

Planning for PCCs

9. Despite the ongoing uncertainty in the legislative process, work continues in planning for the transition period up to and beyond 3 May 2012. A Project Initiation Document is currently being developed, which sets out various issues which will need to be considered in preparing for the new governance arrangements, including the transfer of staff and assets; information requirements for candidates for the role of PCC; and the appropriate support infrastructure. Discussions will be held with the Force in developing the Plan and members will be given opportunity to discuss the document in detail at the Joint Planning Panel on 15 July.

Protocol

10. A draft Protocol between Police & Crime Commissioners, Chief Constables, the Home Secretary and Police and Crime Panels has been developed, which intends to set out the principles by which the new governance arrangements will work. The Protocol has been developed in partnership with national stakeholders, including the APA. The APA was seeking comments on the document by 27 May and members were circulated with a copy for comments. Following comments from members, the response was finalised and approved by the Chairman. The protocol, together with the Authority's response, is attached as an Appendix.

Senior Salaries Review Body

11. The Senior Salaries Review Body has called for evidence to help it reach a view on the appropriate levels of pay for the new Police and Crime Commissioners. Members were circulated with a draft of the response on 12 May, and the final response is set out below. The following submission was prepared in advance of the House of Lords debate of 11 May, where an amendment to create a Police Commission was tabled and agreed. The following comments relate to the role of a directly elected Police & Crime Commissioner as was envisaged in the original version of the Police Reform & Social Responsibility Bill.

- *What factors should the SSRB take into account when recommending pay levels for PCCs?*

The role of a PCC is unique in that there is not a similar comparison in England and Wales – effectively the individual will be required to make decisions on their own and will be accountable directly to the ballot box. This will be a full time job which will require a significant input in relation to time and therefore the salary will need to reflect this. It should also take into account the costs of the current arrangements for the governance of policing and be within the spirit of the Policing Minister's promise that the costs of the office as a whole will not exceed 1% of the policing budget. The level of the PCC salary must therefore not be set too high that makes this target difficult to achieve.

It would clearly be inappropriate for PCCs to receive the same level of pay across all 43 forces, as the work will inevitably be more complex, for example, in an area the size of West Midlands as opposed to Dyfed Powys. The pay levels must therefore take into account the size of the force and the scale of the job. What is important in deciding the PCC's pay is that it is done in a fair and transparent way, and in the best interests of policing.

Salary levels could be linked to that of Chief Constables, which also raises the inevitable question as to whether that should be higher or lower, given that the Chief Constable will be accountable to the PCC. It would seem sensible, however, that the PCC salary should be based on a percentage of the Chief Constable's salary – for example, if the salary was between 80% and 90% of the Chief Constable's pay in Staffordshire, this would equate to a salary of somewhere between £111,000 and £125,000.

- *Which are the most relevant comparable public sector roles that might provide a benchmark for PCC pay?*

The obvious comparison to this question is Directly Elected Mayors, although in most cases, these individuals do not cover the same size of constituency as the PCC. PCCs will primarily be focused on crime/community safety issues, whereas counterparts in local government will have a wider remit which therefore makes any direct comparison difficult. In Staffordshire, the PCC will have a constituency of over 1 million people and covering 12 MP's constituencies.

- *Would it be appropriate for PCCs, as elected officers, to be eligible for performance related payments or bonuses? If so, how should performance be assessed and payments decided?*

It would not be appropriate for a PCC to receive a performance related bonus, as the PCC should be motivated by improving policing in the area and not by a financial reward. The Winsor Review has recently suggested that the chief officer bonus scheme be scrapped therefore it would be inappropriate that bonuses would then operate for a PCC.

The PCC will be answerable to the ballot box and success will be determined by whether the electorate wishes to re-elect the PCC if they choose to stand for a second term. In terms of performance it would be difficult to distinguish between what is a success of the PCC and what is a success of the force. The

two will inevitably be interlinked and therefore any performance payment would be inappropriate.

- *Do you think that PCCs' pay should be fixed for their four year term of office? If not, how should it be reviewed or updated and at what intervals?*

The PCC's pay should either be fixed for the four year term, receiving just the 'cost of living' increases which other police staff receive, or alternatively, if the salary was to track the Chief Constable's pay, it would need to keep in line with the percentage differential each time the Chief Officer's pay was reviewed.

Consideration could be given to an increase in the PCC pay if they were successful at being re-elected to reflect the length of the time the PCC will have been in office.

Recommended: That

- (1) the update on the Police Reform programme, be noted; and
- (2) the Authority's response on the Protocol and to the Senior Salaries Review Body, be received.

DAMON TAYLOR
Chief Executive

Contact: Damon Taylor, Chief Executive
Tel No: (01785) 232242
Email: damon.taylor@staffordshire.pnn.police.uk

Protocol

Introduction

The election of Police and Crime Commissioners is at the heart of the Government's plan to cut crime. They will reconnect the public and the police, and allow us to replace bureaucratic accountability to Whitehall with democratic accountability to local communities. As a result the police will have greater freedom and discretion to fight crime as they see fit within a rebalanced and strengthened tripartite structure.

This protocol is framed by the provisions made for the reformed policing landscape that are held within the Police Reform and Social Responsibility Act 2011.

This Protocol does not supersede or vary the legal duties and requirements of the Office of Constable. The operational independence of the police service, and the decisions made by its operational leadership remain reserved to the Office of Chief Constable and that Office alone.

This protocol applies to every Police and Crime Commissioner (PCC) and Chief Constable within England and Wales. Their respective staff and the constables of each force are expected to have regard to the principles and spirit of this document.

This protocol is issued by the Home Secretary to set out to PCCs (including the Mayor of London), Chief Constables (including the Commissioner of Police of the Metropolis) and Police and Crime Panels (including the London Assembly) how their functions will be exercised in relation to each other. It is to be considered an enabling tool to foster an effective and constructive working relationship within the governance of the policing service. This is more likely to be achieved when there are relationships built on trust and confidence and where communication and clarity of understanding are at their highest.

All parties will abide by the principles of public life set out by the Nolan Committee and the core principles of The Good Governance Standard for Public Services.

Legislative Framework

The Police Reform and Social Responsibility Act 2011 (the Act) establishes PCCs within each force area and charges them with responsibility for the totality of policing within that area. The Act requires a PCC to hold the force area Chief Constable to account on behalf of the public which both the PCC and the Chief Constable serve.

Both the PCC and the Chief Constable are established in law as corporations sole within the Act. The Chief Constables are charged with the employment and impartial direction and control of all constables and staff within the police

force that they lead. The Act does not impinge on the legal authority and statutory foundation for the Office of Constable to maintain the Queen's Peace without fear or favour. The will of Parliament and Government is that the Office of Constable shall not be open to political interference.

The public accountability for the delivery and performance of the police service is placed into the hands of the force area electorate and their directly elected PCC. The PCC draws on their mandate to set and shape the strategic objectives of their force area in consultation with the Chief Constable. The PCC of each force area is accountable to the electorate; the Chief Constable is accountable to the PCC. The Police and Crime Panel within each force area is empowered to maintain a regular check and balance on the performance of the PCC.

The Police and Crime Commissioner

The PCC has a mandate to hold the police to account on behalf of the public.

The PCC is the recipient of all funding, including the government grant and precept, related to policing and crime reduction. How this money is allocated is a matter for the PCC, except in relation to a small number of specific grants such as those for counter-terrorism, in consultation with the Chief Constable, who may provide professional advice and recommendations.

The PCC has the legal power and duty to:

- set the strategic direction and objectives of the force through the Police and Crime Plan (the Plan), which must have regard to the Strategic Policing Requirement set by the Home Secretary;
- monitor the overall performance of the force including against the priorities agreed within the Police and Crime Plan;
- hold the Chief Constable to account for the performance of the force's officers and staff,
- decide the budget, allocating assets and funds to the Chief Constable;
- appoint, and where necessary, remove the Chief Constable;
- maintain an efficient and effective police force for the police area.
- provide the local link between the police and the public, working to translate the legitimate desires and aspirations of the public into action on the part of the Chief Constable to cut crime and antisocial behaviour.
- hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable
- not fetter the operational independence of the police force and the Chief Constable that leads it;
- publish information specified by the Secretary of State and information that the PCC considers necessary to enable the people who live in the force area to assess the performance of the PCC and Chief Constable.

- comply with all formal requests from the Police and Crime Panel to attend their meetings;
- prepare and issue an annual report to the Police and Crime Panel on the PCC's delivery against the objectives set within the Plan;
- keep abreast of all complaints made against senior officers and staff, whilst solely acting to determine how best to manage complaints against the Chief Constable.

In order to enable the PCC to exercise the functions of office effectively, the PCC may need access to information and officers and staff within their force area. Such access to any information must not be unreasonably withheld by the Chief Constable, and nor should the request fetter their direction and control of the force.

A PCC has wider responsibilities than those relating solely to the police force, namely:

- a wider responsibility for the delivery of community safety and the ability to bring together Community Safety Partnerships at the force level;
- the ability to make crime and disorder reduction grants within their force area;
- the ability to enter into collaboration agreements between other PCCs and forces that benefit their force area and deliver better value for money and enhanced policing capabilities;
- a wider responsibility for the enhancement of the delivery of criminal justice in their area;

The Chief Constable

The Chief Constable is responsible for maintaining the Queen's Peace, and has direction and control over the force's officers and staff. The Chief Constable holds office under the Crown, but is appointed by the PCC. The Chief Constable is accountable to the law and the PCC for the delivery of policing in the police area but remains free to exercise the powers and duties of a constable without fear or favour.

The Chief Constable is responsible to the public and accountable to the PCC for:

- leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality;
- appointing the force's Senior Officers and Staff after consultation with the PCC;
- supporting the PCC in the delivery of the strategy and objectives set out in the Plan;
- assisting the PCC in planning the force's budget

- having regard to the Strategic Policing Requirement when exercising their policing activity in respect of their force's national and international policing responsibilities;
- notifying and briefing the PCC of any matter or investigation which the PCC may need to provide public assurance in company with the Chief Constable (PCCs will be designated as Crown Servants under the Official Secrets Act, making them subject to the same duties in relation to sensitive material as Government Ministers);
- being the operational voice of policing in the force area and regularly explaining to the public the operational actions of officers and staff under their command;
- entering into collaboration agreements between other Chief Constables and forces that benefit their force area and deliver better value for money and enhanced policing capabilities with the consent of their PCC;
- remaining politically independent of the Office of Police and Crime Commissioner;
- managing all complaints against the force, its officers and staff, including those of ACPO rank, and ensuring that the PCC is kept abreast of developments of those complaints in a regular and timely fashion;
- exercising the power of direction and control in such a way as is reasonable to enable their PCC to have access to all necessary information and staff within the force;
- having day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PCC.

The Police and Crime Panel

The Police and Crime Panel provides a check and balance against the performance of the PCC. The Police and Crime Panel does not scrutinise the Chief Constable – it scrutinises the PCC's exercise of his statutory functions. This includes:

- The power of veto, by $\frac{3}{4}$ majority, over the PCC's proposed budget;
- The power of veto, by $\frac{3}{4}$ majority, over the PCC's proposed candidate for Chief Constable;
- The power to ask HMIC for a professional view when the PCC intends to dismiss a Chief Constable;
- The power to review the draft Plan and make recommendations to the PCC who must have regard to them;
- The power to review the PCC's Annual Report and make reports and recommendations at a public meeting, which the PCC must attend;
- The power to require any papers in the PCC's possession (except those which are operationally sensitive);
- The power to require the PCC to attend the Police and Crime Panel to answer questions

- The power to appoint an acting PCC where the elected PCC is incapacitated, resigns or is disqualified; and
- Responsibility for all complaints about a PCC, although serious issues must be passed to the IPCC.

The Chief Constable retains responsibility for operational matters. If the Police and Crime Panel seek to scrutinise the PCC on an operational matter, the Chief Constable or other officers may need to attend alongside the PCC to offer factual accounts and clarity if needed for the actions and decisions of the their officers and staff. The accountability of the Chief Constable remains firmly to the PCC and not to the Police and Crime Panel.

The Home Secretary

The establishment of PCCs will allow the Home Office to withdraw from day-to-day policing matters, giving the police greater freedom to fight crime as they see fit, and allowing local communities to hold the police to account.

Nevertheless, the Home Secretary retains powers to direct PCCs and Chief Constables to take action if they are failing to carry out their functions, in defined and extreme circumstances. Such powers will be used as a last resort by the Home Secretary, including where omitting to do so would result in either force area or national security failing.

Operational Matters

The current arrangements are defined in part by the Police Reform and Social Responsibility Bill 2011 which preserves the statutory reference contained in the Police Act of 1996 and 1964, to forces being under the direction and control of the Chief Constable.

Section 2 of the 2011 Act provides that *'a police force, and the civilian staff of a police force, are under the direction and control of the Chief Constable of the force'*.

The direction and control of a Chief Constable will include:

- A decision whether, or whether not, to deploy police officers;
- Absolute discretion to investigate crimes and individuals as he or she sees fit;
- The decision to make an arrest (subject to the arresting officer being satisfied that the grounds for an arrest are made out);
- A decision taken with the purpose of balancing competing operational needs within the framework of priorities and objectives set by the Police and Crime Commissioner;
- A tactical operational decision to reallocate resource to meet immediate demand; and
- The allocation of officers' specific duties and responsibilities within the force area to meet the objectives set by the Police and Crime Commissioner.

The PCC will hold the Chief Constable to account for the totality of policing within their force area, including the operational delivery of the police service.

The PCC and Chief Constable must work together to safeguard the principle of operational independence, while ensuring that the PCC is not fettered in fulfilling the role set out above. The concept of operational independence is not defined in statute, and as HMIC has stated, by its nature, is fluid and context driven.

The relationship between the PCC and Chief Constable is defined by the PCC's democratic mandate to hold the Chief Constable to account, and by the law itself: primary legislation and common law already provide clarity on the legal principles that underpin operational independence and the Office of Constable.

In order to respond to the strategic objectives set by the PCC and the wide variety of challenges faced by the police every day, the Chief Constable is charged with the direction and control of the Force and day-to-day management of the PCC's force assets.

The operational independence of the police is a fundamental principle of British policing. It is expected by the Home Secretary that the professional discretion of the Police Service and oath of Office give surety to the public that this shall not be compromised.

Financial Responsibilities

Each party has a shared responsibility to ensure that the police service and all forces establish effective financial and budget planning for the short, medium and longer term.

The PCC is ultimately accountable to the public for the management of the Police Fund. The PCC and Chief Constable share a responsibility to provide effective management of the policing budget and to secure value for money on behalf of the public that they both serve.

The Chief Constable has day to day responsibility for managing their allocated budgets after they have been approved by the PCC, so long as they are consistent with the objectives set by the PCC.

Standing orders relating to contracts and financial regulations will be drawn up jointly by the PCC's Chief Financial Officer in conjunction with their counterpart on the Chief Constable's staff. These standing orders shall be approved by the PCC. The PCC, advised by their Chief Finance Officer, must be satisfied that the Chief Constable exercises delegated financial responsibilities in a proper and effective manner. PCCs must comply with Home Office requirements for national procurement.

The Financial Regulations should:

- a) Ensure that the financial dealings of the PCC and of the force are conducted properly and in a way which meets the requirements of best practice.
- b) Include sufficient safeguards for the PCC's Chief Finance Officer who is responsible for ensuring that the financial affairs are properly administered, to discharge properly his or her statutory obligations.
- c) Allocate financial responsibility consistent with a) and b) to the police force.

The PCC advised by the Chief Finance Officer must be satisfied that the Chief Constable exercises financial responsibilities in a proper and effective manner.

When significant changes of policy that have a financial implication are envisaged the PCC should consult the Chief Constable and seek their professional advice as to how such changes could be effectively implemented. When the Chief Constable intends to spend significant sums of their budget the approval of the PCC should be sought.

Resolving differences

The PCC is a publicly accountable individual who will need to establish an effective working relationship with their Chief Constable in order to deliver policing within England and Wales. Where differences occur they should be resolved where possible locally between the PCC and Chief Constable. Professional advice may be offered by Her Majesty's Inspectorate of Constabulary.

Review

This Protocol will be subject to review during the first term of the Police and Crime Commissioners. This Protocol is issued by order of the Home Secretary.



Comments by Staffordshire Police Authority on the Draft Protocol

The Authority continues to oppose the principle of the introduction of Police and Crime Commissioners and feels that the current system, where a Chair could be deselected on an annual basis if the Authority does not act in the best interests of the community, provides a greater check and balance against an individual who is only accountable to the ballot box every four years. However, in recognition that this is enshrined in legislation currently passing through the legislative process, and likely to become law before the year end, the Authority has agreed the following submission as it wishes to ensure that the future relationship between Chief Constable and Police and Crime Commissioner operates effectively and in the best interests of the people of Staffordshire.

The Authority therefore welcomes the development of such a protocol, which it believes is helpful in setting out the expectations of the various roles, charged with the governance of policing in England and Wales. Its more detailed comments are as follows:-

Page 1 (Last paragraph) – the comment that Chief Constables will have the impartial direction and control of all constables and staff within the police force they lead presupposes that in the transfer of staff and assets, that all staff will transfer to the Chief Constable. This is something that is currently a matter for debate in developing the transfer arrangements.

Page 2 (second paragraph) – It is still unclear what would happen if there was a dispute between the Commissioner and the Chief Constable. Who would deliberate in disagreements? The document says that the Panel will maintain a regular check and balance on the performance of the PCC. How will performance be defined? There is a danger here that it will be the performance of the force itself, and not that of the commissioner, which will be the basis on which success is measured.

Page 2 (final bullet point) – The document states that the PCC will publish information which they 'consider necessary'. Is there not a danger that without the requirement for certain information to be specified, the PCC could choose that information which only showed them in a good light and be more likely to withhold less popular information. This could be particularly so near election time when unpopular news could severely hamper chances of re-election.

Page 3 (first bullet point) – the requirement for PCCs to comply with all formal requests to attend meetings could become cumbersome and over burdening, and could be used as a political tool by the Panel if it was a different political persuasion to that of the PCC. The protocol is not clear on how the PCC is to take account of the Panel's views. Can they just choose to ignore them if they don't agree?

Page 3 (third bullet point) – the document says that the PCC will ‘solely act’ to determine how best to manage complaints. This must be done within a formal framework, to avoid any arbitrary, inconsistent actions, with guidance as necessary from the IPCC. This will provide the level of transparency vital to public reassurance.

Page 3 (fourth – seventh bullet points) – although this just elaborates the powers of the PCC, it does highlight the potential difficulties in one person undertaking this wide range of tasks

Page 3 (fifth bullet point) – Where will the funding come from to make crime and disorder reduction grants? Will this be top sliced from the police grant?

Page 3 (seventh bullet point) – this statement is too vague – how will the PCC ‘enhance’ delivery of criminal justice in their area?

Page 3 (ninth bullet point) – The protocol is not clear on what would happen if the PCC disagreed with the Chief Constable’s selection of senior officers and staff.

Page 4 (police & crime panel) – a concern that the Panel could use these ‘powers’ too frequently, effectively hampering the ability of the PCC to act on their mandate.

Page 4 (ninth & tenth bullet points) – the protocol is not clear what would happen if there was a veto. Who decides on the outcome of this ‘stand off’?

Page 4 (twelfth bullet point) – the PCC ‘must have regard’ to points raised by the Panel. It is not clear whether they are actually required to do anything with the comments though.

Page 5 (first bullet point) – it would surely be beneficial to enable the Commissioner to appoint a deputy in the event they are incapacitated. A Panel can appoint an acting PCC from within the Commissioner’s office. It is surely inappropriate to have a member of staff fulfilling this role, even in the short term.

Page 5 (second bullet point) – how are ‘serious issues’ defined?

Page 5 (first paragraph) – the protocol refers to the Panel scrutinising the PCC on an operational matter. This is not the role of the Panel, who should only be responsible for holding the PCC to account. Operational matters should rightly remain with the Chief Constable, who is accountable to the PCC, and not the Panel.

Page 5 (second & third paragraph) – these two paragraphs appear slightly contradictory, in that they talk about withdrawal by the Home Secretary from policing matters, yet still retaining powers to direct PCCs and Chief Constables.

Page 6 (second paragraph) – agree that operational independence is not defined in statute, but relationship between PCC and Chief Constable will be key to ensuring that this continues to work as it does under the current arrangements.

Page 7 (third paragraph) – how is ‘significant’ to be defined?

Staffordshire Police Authority – 1 June 2011

CRITICAL INCIDENTS PROTOCOL

Report of the Chief Executive

Purpose of the Report

1. To submit for approval the joint Authority and Force protocol to be utilised in the event of a critical incident in Staffordshire.

Background

2. The Force deals with a number of incidents each year which can be defined as 'critical' incidents', in that the effectiveness of the police response to that incident could generate significant local interest and could impact on the confidence of the community as a whole. Whilst the handling of such incidents is an operational matter over which the Chief Constable has direction and control, it will be appropriate for the Authority to be informed of the incident and whether there needs to be any further member oversight, including potential involvement in a Force Gold Group.
3. It is important that the Authority is informed of such incidents as it has a key role in providing reassurance to the public, and knowledge of such incidents also helps members apply additional scrutiny and oversight of issues which may be of particular concern to the public of Staffordshire.
4. The constructive relationship between the Authority and the Force has meant that, in practice, for a long time members have been notified of particular incidents as and when they occur. Members receive a detailed operational briefing at their monthly members only meetings, and have the opportunity to question the Assistant Chief Constable on any particular aspect of their report. The attached protocol, however, which has been developed jointly with the Force, formalises that process and provides clarity over the role that the Authority will undertake in relation to critical incidents.

Recommended:

That the joint Authority and Force Critical Incident Protocol, as set out in the attached **Appendix**, be approved.

DAMON TAYLOR
Chief Executive

Contact: Damon Taylor, Chief Executive
Tel No: (01785) 232242
Email: damon.taylor@staffordshire.pnn.police.uk



PROTOCOL BETWEEN THE AUTHORITY & THE FORCE ON CRITICAL INCIDENTS

Definition

The nationally accepted definition of a critical incident is:-

“any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community.”

At the discretion of the Chief Constable (or on call Chief Officer) and for the purposes of this protocol the definition should include those incidents likely to generate significant local or national press and/or community interest or serious internal incidents involving staff if not covered by the above definition.

Notification of a critical incident

When the on call ACPO officer becomes aware of a critical incident, they will consider notification to the Police Authority and at the appropriate time will inform the Chief Executive to the Police Authority. They will discuss whether and how other Members of the Authority are to be informed taking into account that a Member local to a particular incident will have a special interest and may have become aware by other means. The matter of whether other key local figures need to be informed will also be considered.

Where a particular incident raises questions about the conduct of the force or individual members of staff the Deputy Chief Constable will consider whether a mandatory or voluntary referral to the IPCC is required. If there is a question over the involvement of a chief officer in any alleged failing it must be referred to the Chief Executive immediately it becomes known, who will determine the action to be taken. The Chief Executive may seek advice from HMIC or others.

With prolonged incidents, regular updates and where necessary confidential briefings, may be provided to the Police Authority at agreed intervals. The Chief Executive will consider whether the nature of the incident requires further oversight such as extraordinary meetings or sub groups.

Gold Group

Where a Gold Group is formed to oversee a particular critical incident then the appropriate ACPO officer and Chief Executive will discuss whether the Authority should provide a Member for that Group. The role of the Member is to observe the Group's proceedings and gain an oversight of the incident, and satisfy

themselves, on behalf of the Authority, that the appropriate measures to maintain public confidence and uphold the reputation of the force in dealing with the incident and its consequences, have been taken.

Members must be mindful of the potential accountability issues should the Gold Group be subject to public scrutiny and importantly, clearly understand that any notes they make are subject to disclosure rules and will be passed to the disclosure officer, if necessary. Such notes may ultimately be made available to the court/defence in any subsequent prosecution.

Issues discussed at Gold Groups are likely to be of a highly sensitive nature and members should therefore be aware of this fact and not disclose any information on the matter outside of the meeting. If a Member feels that their attendance at a Gold Group causes them a conflict of interest, they should declare it immediately and consider whether they need to withdraw.

Member involvement

In relation to issues which are likely to have a force reputational consequence, or relate to a forcewide issue, it would usually be the Chair of the Authority (or in their absence, the Vice-Chair) who would attend the Gold Group. If the issue relates more to a local policing issue which could have significant consequences for public confidence in that local area and where a particular understanding of the local environment would help, the Authority member(s) with specific responsibility for that area would usually be invited to attend.

Members with a particular interest in specific areas, such as race and diversity, may also be invited to attend, as appropriate. Member attendance at such meetings will be determined by the Chief Executive in consultation with the Chair of the Authority. Gold Groups may be convened at short notice and may meet on several occasions in a short period of time, dependent on the nature of the incident. Members should notify the Chief Executive if they anticipate difficulties in attending meetings.

The Force's Independent Advisory Group (IAG) has a particular role in relation to critical incidents as laid down in national guidance but this does not replace the statutory role of the Police Authority including oversight and public consultation. Briefings to the Police Authority on critical incidents should include details of IAG involvement.

Media procedure for incidents with implications for the Authority

For major issues which are likely to involve significant and ongoing media interest, the Chief Executive and the Chief Constable will agree a media strategy for the Authority, in order to:-

- provide community reassurance that the Force and Authority had plans in place to deal with such an incident and that the plans were in accordance with national guidelines;
- maintain public confidence in the police;
- provide accountability to the public; and

- preserve the reputation of the Force and Authority.

The Force will develop a media strategy and this will be shared with the Authority.

Any Member who is contacted by the media in relation to a critical incident should inform the Authority office of the name of the media, journalist contact details and questions posed. The details will be forwarded to the Head of Corporate Communications, the Gold Group and the Chief Executive to formulate an agreed response.

Damon Taylor
Chief Executive

Mike Cunningham
Chief Constable

Dated: 1 June 2011

Staffordshire Police Authority – 1 June 2011

Police Authority Committee Minutes etc

The following Authority Committees and Panels have met since the last full Authority meeting on 9 February 2011. The minutes of these meetings are presented today for discussion, as appropriate, ratification and for the consideration of any recommendations contained therein.

A. Volunteers Committee – 1 March 2011

To be presented by Mrs. C.R. Jebb, Chair of the Committee

B. Liaison and Consultation Committee – 28 March 2011

To be presented by Mr. D.M. Pearsall, Chair of the Committee

C. Joint Planning Panel – 28 March 2011

To be presented by Mr. D.M. Pearsall, Chair of the Panel

D. Performance and Resources Committee – 11 April 2011

To be presented by Mr. E.L. Gothard, MBE, Chair of the Committee

E. Audit Committee – 19 April 2011

To be presented by Mr. I.M. Parry, Chair of the Committee

F. Human Resources Committee – 21 April 2011

To be presented by Mrs. C.B. Edwards, Chair of the Committee

G. Professional Standards Committee – 27 April 2011

To be presented by Mr. A. Bowen, Chair of the Committee

DAMON TAYLOR
Chief Executive

Staffordshire Police Authority

MINUTES OF THE VOLUNTEERS COMMITTEE HELD ON 1 MARCH 2011 AT POLICE HEADQUARTERS, WESTON ROAD, STAFFORD

Present: Mrs. C.R. Jebb (Chair)

Edwards, C.B. Mrs
Iqbal, Mrs. H. H.
Heath, Mrs, C. G.

Also in attendance:

Assistant Chief Constable Beale
Mrs. C. Barrs – Specials Co-ordinator
Chief Inspector Phil Fortun – Citizen Focus Projects Team
Chief Inspector A. Jolley - Head of Custody
Mrs. J. Milgate – Authority Administrator
Mr. C. Mottershead – Justice Services
Mr. D. Taylor – Chief Executive

Apologies: Mr. I.M. Parry and Mr. B. Ward

PART ONE

31. MINUTES

RESOLVED – That the minutes of the meeting held on 6 September 2010 be confirmed and signed by the Chair.

NOTE: The Chief Executive advised that the Committee needed to nominate a member of the Committee to serve on the Equality and Diversity Joint Panel to replace Mr. R. Conteh. Mrs C.G. Heath accepted the nomination.

32. ANNUAL SCRUTINY PLAN 2010/11

RESOLVED: That the information in the Scrutiny Plan be received and noted.

33. VOLUNTEERS

The Committee considered the report of the Chief Constable which provided an updated overview of the current Force position and developments in future planning, for the use of volunteers. Copy report circulated and attached as Appendix A to the signed minutes of the meeting.

Members were advised that although the Force actively supported existing volunteers, there were no plans to develop or extend the current volunteer base until new staffing structures, resulting from Communities First, were in place. At a time when the Force were facing major budgets cuts and reductions in staff numbers, there were sensitivities around the use of volunteers and this was another reason why the number and scope of volunteers would not be increased at the present time. Post April 2011, the Force would

look at new initiatives for potentially expanding the use of volunteers, the details of which would be available to share with the Committee this autumn.

The Chair asked for an update on Community Speedwatch in light the concerns she had expressed at the last meeting. In response, the Chair was advised that the Force had identified that there was a need for a more corporate, standard approach for the management etc of Community Speedwatch volunteers and that this was being looked at by the Force Camera Enforcement Officer in conjunction with the County Council lead for road safety. It was agreed that Force Camera Enforcement Officer would be asked to respond directly to the Chair on the specific issues she had raised.

The Assistant Chief Constable advised that he chaired the Special Constabulary Steering Group and that the Force were on track to meet the target of having 500 Specials by the end on 2011. It was noted that the outstanding achievements of Specials in Staffordshire had been showcased at the Celebration Event in October 2010 where awards were handed out. Details of the strands of work being undertaken by Special Constables were provided and these included the policing of football matches and licensing issues.

Chief Inspector Fortun advised that this would be the last meeting he would attend as he was moving to another post. He introduced Carol Barrs (Specials Co-ordinator) as his successor, advising that she would attend future meetings of the Committee.

It was confirmed that the contract for the OWL (the system that supported the delivery of Neighbourhood Watch in Staffordshire) had been renewed at a favourably reduced cost.

RESOLVED: That

- (1) the report be received and noted.
- (2) the Committee receives details of the role of volunteers under the new staffing structures at its autumn meeting.
- (3) that the Force Camera Enforcement Office be asked to respond directly to the Chair on the concerns she has expressed re Community Speedwatch.

34. EQUALITY AND DIVERSITY

At the last meeting of the Committee on 6 September 2010 members received a briefing on the equality and diversity considerations for the Committee and recommended that the Force consider these and respond to the next meeting.

The Committee considered the Force response, circulated and attached as Appendix B to the signed minutes of the meeting.

The Chair requested that the response be included in Independent Custody Visitor member induction packs.

RESOLVED: That

- (1) the report be received and noted.
- (2) that the response be included in Independent Custody Visiting member induction packs.

35. PACE – CODES OF PRACTICE – REVISIONS TO SCHEME OF GUIDANCE

The Committee considered the Chief Executive's report on the above, circulated and attached as Appendix C to the signed minutes of the meeting.

RESOLVED: That the report be received and noted.

36. ICV REGIONAL SEMINAR (WORCESTER) – SATURDAY 2 OCTOBER 2010

The Committee considered the Chief Executive's report on the ICV Regional Seminar held in Worcester on 2 October 2010, circulated and attached as Appendix D to the signed minutes of the meeting.

RESOLVED: That the report be received and noted.

37. EXCLUSION OF THE PUBLIC

RESOLVED:

That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in Paragraphs 1, 3 and 7 of Part I of Schedule 12(a) of the Local Government Act 1972 (as amended) indicated below, and the public interest not to disclose the information outweighs the public interest in disclosing it.

PART TWO

38. IMPACT ON CUSTODY VISITING SCHEME OF NEW CUSTODY ARRANGEMENTS

The Committee considered the Joint report of the Chief Executive and the Chief Constable on the impact of the new custody arrangements on the Custody Visiting Scheme, as circulated and attached as Appendix E to the signed minutes of the meeting.

The Chief Executive provided a brief summary of current Independent Custody Visiting (ICV) Panel structures and advised that the Authority proposed to amalgamate the Stafford and Chase Panels to form a Southern Panel with effect from 1 April 2011, explaining the reasoning behind the proposal. This proposal had the backing of the Panel Co-ordinators involved and they were currently working their way through the arrangements. The Chief Executive asked for the Committee's approval to the proposal which would incur a minimal cost and increase the resilience of visiting in the South of the County. Approval was given.

The Assistant Chief Constable referred to the report and summarised why the Force had introduced new custody arrangements in June 2010, and how, from a Force perspective, they were working in practice. He advised that the revised corporately managed structure for custody had placed the Force in a stronger position to identify best practice and pick up and challenge poor practice. The Force deemed the new arrangements a success and the improved working environment in custody had encouraged more officers to apply for a custody role. Members questioned the Assistant Chief Constable particularly with regard to equality and diversity training for contractual officers (Custody Detention Officers - CDOs) working in custody and distraction times. Members were advised that it was the contractor's responsibility to

ensure that CDO training complied with the Equality Standards and that contractual staff had to certify that they had received equality and diversity training.

The use of contractual custody officers (CDOS) was discussed and full details of the provisions of the current contract with G4S would be provided at the next meeting of the Committee on 21 June 2011.

It was reported that the Force were reviewing the provision of Force Medical Examiners (FMEs) to achieve better clinical governance and management oversight and also to make savings. Findings of the review would be available in the autumn and would be shared with the Committee.

The use of interpreters in custody was also being reviewed and there would soon be a regional one-stop-shop which would reduce costs.

CCTV provision in custody was also being reviewed and the Force were considering whether to continue to service and maintain existing systems, some of which were ageing, or to replace them with new systems. Cost would be a deciding factor. Further details would be presented to the next meeting of the Committee.

RESOLVED: That

(1) the report be received and noted.

(2) the Committee endorse the Chief Executive's decision to amalgamate the Chase and Stafford Independent Custody Panels to form a Southern Panel effective from 1 April 2011.

(3) the Committee receives details of (i) the contract with G4S and (ii) details of the review into CCTV provision at its meeting on 21 June 2011.

(4) the Committee receives the findings of the Force review into the provision of Force Medical Examiners (FMEs) at its meeting on 5 September 2011.

Duration of meeting: The meeting commenced at 1.00pm and concluded at 2.10pm.

Mrs C. R. JEBB
Chair

Staffordshire Police Authority

MINUTES OF A MEETING OF THE LIAISON AND CONSULTATION COMMITTEE HELD ON MONDAY 28 MARCH 2011 AT POLICE HEADQUARTERS, WESTON ROAD, STAFFORD

Present:

Representing the Police Authority

Bowen, A.	Compton, A.B., MBE
Crawley, Mrs. R.	Edwards, Mrs. C.B.
Gothard, E.L., MBE	Haroon-Iqbal, Mrs. H.
Heath, Mrs. C.G	Jebb, Mrs. C.R.
Pearsall, D.M. (Chair)	Vigurs, P.F.

Representing the Police Federation

Adams, A., PC	Joint Branch Board, Chairman
Colley, D., PC	Joint Branch Board, Secretary
George, A., PC	CBB Federation, Secretary
Gunn, N., Insp	IBB, Chairman
Hill, J., Sgt	
Jervis, K., PC	CBB Federation, Chairman
Merino, S., Sgt	
Miller, K., Insp	FBB Secretary

Representing Unison

Shepherd, M.	Branch Secretary
--------------	------------------

Apologies: Mr. H.C. Brian and Mr. I.M. Parry (Police Authority Members) and Ms. D. Critchley (Unison, Deputy Branch Secretary).

Also in attendance:

Mr. M. Cunningham – Chief Constable
Mrs. A.J. Holmes – Authority Principal Officer
Mr. D. Paxton - Deputy Chief Constable
Mr. D. Taylor - Chief Executive

13. MINUTES

RESOLVED – That, subject to the inclusion of Sgt. Hill's name in the list of apologies, the minutes of the meeting held on 12 October 2010 be confirmed and signed by the Chair.

ITEM RAISED BY THE POLICE FEDERATION

14. LONG TERM CONSEQUENCES OF A19/RECRUITMENT FREEZE

The Secretary of the Police Federation's raised awareness to the long-term consequences of the decision to invoke the A19 Regulation, to require designated police officers with thirty years pensionable service to retire from the Force on the grounds of efficiency as at 30 November 2011, and the Chief Constable's decision to freeze recruitment for the short-medium term, in view of the well-documented financial pressures that currently existed.

Particular concerns lay in the areas of (i) a 'skills gap' that would exist the longer the recruitment freeze continued; the loss of expertise and experience of senior officers at a time when demand for policing services was not diminishing; (ii) the loss of a practical application of skills within the training department if the training of probationary constables was put 'on-hold' for too long a period; (iii) the increased workload perceived for managers throughout the Force (both police officers and police staff) and (iv) the need to keep a watching brief on the stress levels of the workforce and ensure that a robust service continued to be available via the Occupational Health Department.

Whilst the Police Federation acknowledged the real budget pressures facing the Authority and the Force, a plea was made to consider the effects of the recent Hutton and Winsor Reviews in future decisions. For example, the effect of Winsor's recommendations on the use of the A19 Regulation for officers who have 'critical' roles; and the effect of Hutton's recommendations on the timing of those in 'uniformed services' being able to take-up their index-linked pension. As regards those officers who had already been served notice under A19 Regulation, it was reported that some had stated that they were now feeling under-valued even though they had a much valued contribution still to make to the organisation, which needed to be addressed as soon as possible.

Unison's Branch Secretary reiterated everybody's wish not to have to make any compulsory redundancies to police officers or police staff but recognised that the approach agreed had been adopted out of necessity. Mr. Shepherd stated that he had read the Association of Police Authorities' response to the Winsor Review with interest, particularly the need for authorities to be given a choice on which police officers should be subject to redundancy – a contrast to the blanket approach that had to be adopted as part of the A19 Regulations.

The Chief Constable confirmed that he both acknowledged and shared the concerns expressed by the Police Federation, stating that his decision to recommend the Authority to implement Regulation A19 was a difficult one borne out of necessity as a response to the financial pressures. It was expected that the Regulation would be in place for two years, subject to an annual review. The restrictions of A19 were acknowledged, as was the adverse consequences of a recruitment freeze. There would come a point in time when a judgement would need to be made in consultation with the Authority to lift this freeze and planning was underway to map the anticipated skills gap as part of on-going succession planning. Strategic planning of the workforce and the need to ensure that the workforce continued to be deployed into those areas where their identified skills and expertise were best utilised was well developed. Future deployments were compliant with the recommendations from both reviews. The issue of officers who had been served notice under A19 feeling under valued would be addressed by the Executive, as was the need to keep the organisation's 'finger on the pulse' of identified stress levels during this period of change.

The Chair of the Authority thanked everyone for their constructive comments and reiterated that the current approach had been adopted as there was no alternative to generate the

necessary cost reductions. The Authority would remain committed to reviewing its decision to implement A19 and would continue to scrutinise the strategic resourcing implications of this decision on the workforce closely. The Chief Executive added that the Authority's Human Resources Committee was tasked with the oversight of the changing Force profiles and would ensure that the organisation was maintaining the excellent level of policing services. Any issues of concern would be discussed with the Executive and deployment patterns challenged.

It was acknowledged that the blanket nature of the A19 Regulation could be deemed a crude measure, but that in-depth succession planning was already an integral part of the work of the Human Resources Department given that many officers normally retire after 30 years service. One of the benefits of A19 was that the skills' gap' could be more readily tracked and assumptions made on the shape of the organisation up to the end of 2012. It was noted that many of those officers who were the subject of the A19 Regulation actually believed that the blanket nature of the Regulation was a fairer system than a subjective decision.

The Secretary of the Police Federation's JBB thanked the Authority and the Chief Constable for the assurances given above that the future use of the A19 Regulation and the recruitment freeze. Mr. Colley stated that he looked forward to continuing the good relationship that already existed between the Police Federation and both the Authority and the Executive to ensure that the organisation realised the necessary cost savings, whilst continuing to deliver customer centric services with partners.

RESOLVED That:-

- (1) the issues raised by the Federation, be noted; and
- (2) assurances be given that the ongoing use of both Regulation A19 and recruitment freeze would be kept under review.

Duration of meeting - the meeting commenced at 10.00am and concluded at 10.40am.

D. M. PEARSALL
Chair

Staffordshire Police Authority

MINUTES OF A MEETING OF THE JOINT PLANNING PANEL HELD ON MONDAY 28 MARCH 2011 AT POLICE HEADQUARTERS, WESTON ROAD, STAFFORD

Present: Pearsall, D.M. (Chair)

Bowen, A.	Crawley, Mrs. R.
Edwards, Mrs. C.B.	Gothard, E.L., MBE
Mrs. C.R. Jebb	Vigurs, P.F

Apologies: Mr. H.C. Brian and Mr. I.M. Parry

Also in attendance:

Mr. P. G. Brindley – Treasurer
Mrs. A.J. Holmes – Principal Officer
Mr. D. Paxton - Deputy Chief Constable
Mr. D. Taylor – Chief Executive

56. MINUTES

RESOLVED

That the minutes of the Performance and Planning Review Joint Panel meeting held on 5 October 2010 be confirmed and signed by the Chair.

57. AUTHORITY BUSINESS PLAN 2011/12

The Panel considered a report of the Chief Executive appending the final Business Plan for 2011/12 that detailed the key issues identified for the ensuing twelve months, updated following discussions at the last meeting, circulated to members and as set out in Appendix A to the signed minutes of this meeting.

The Chief Executive reminded the Panel that the Business Plan was likely to be the Authority's last given the proposals to introduce Police and Crime Commissioners (PCC) in May 2012 and that the Authority was committed to leaving a lasting legacy. The Panel would be responsible for monitoring the areas covered in the Plan on a quarterly basis.

An Action Plan had been established to take forward the commitments detailed in the Plan, which were summarised under four key themes, namely: Value for Money Issues and the Budget; Police Reform and Transitional Issues; Communities First and Collaboration; and Maintaining and Improving Performance. The Plan would be populated with designated 'Action Manager's' for each area of activity, together with target dates for the completion of tasks, and submitted to each future meeting of the Panel for

scrutiny and comment. It was noted that the actions detailed in the Plan were additional tasks over and above 'the day-job', largely brought about by the transitional issues and the need to demonstrate the lasting legacy of the Authority's achievements since inception in 1995.

Members asked questions of the Treasurer on the Authority's budget for 2011/12 and sought clarification on certain budget heads and the amount of savings accrued by the Authority since 2008.

RESOLVED: That

- (1) the Authority Business Plan 2011/12 be agreed;
- (2) the Chief Executive be authorised to finalise the report and publish on the Authority's website; and
- (3) that progress against the Plan be monitored at quarterly meetings of the Panel.

58. POLICE REFORM – TRANSITIONAL ISSUES

The Panel considered a report of the Chief Executive providing an overview of the issues that would need to be considered by the Authority, and in detail by the Panel, in developing the transitional arrangements for the new Police and Crime Commissioner (PCC), circulated to members and as set out in Appendix B to the signed minutes of this meeting.

The transition work was likely to be significant and would include various work streams, covering such areas as human resources and property transfers. The Panel would provide strategic oversight to this work, noting that additional meetings may need to be convened as further details about the transition emerge. There was a likelihood of the need to procure the services of advisors to add clarity to the specifics of the technical aspects of the transition, which was likely to have resource implications for which no budget currently existed.

It was noted that if the lobbying of the Police Reform and Social Responsibility Bill resulted in the Bill not receiving Royal Assent by the summer recess of Parliament then the proposed timetable of elections for PCCs in May 2012 could be disrupted. The Chief Executive commented that this was unlikely given the Government's commitment to the proposals. Even with this uncertainty, work on the component parts of transition needed to be mapped out and planned for on the basis of known requirements. These included the development of a Transfer Scheme to be completed by May 2012 and agreed with the Home Secretary that detailed all of the assets being transferred to PCCs. As this was a significant piece of work the Association of Police Authorities Chief Executives (APACE) was working on a template for use by all authorities. The effective communication of the contents of this Scheme to both staff affected and the communities in the Authority's area was paramount.

The proposal that PCCs would hold the budget for all community safety partnerships in the county was mentioned, with particular reference to the need to ensure that the nine existing Partnerships were kept abreast of the developments.

The Chief Executive had met with the Staffordshire Local Authority Chief Executives on 24 March 2011 to advise them of the ramifications for them of the Bill, including the holding of elections in May 2012 and the proposal to introduce a Police and Crime Panel to scrutinise the work of the PCC.

The Panel expressed their appreciation for the early notification of the envisaged transitional work that would need to be undertaken by the Authority in addition to the fulfilment of its statutory obligations up to May 2012. Members thanked the Chief Executive for the informative Police Reform Bulletins and raised questions on how the transitional work could be quality assured. It was hoped that the involvement of APACE and the Police Authority Treasurers Association would give a steer on the latter point as further clarity was given on transitional issues.

RESOLVED – That

- (1) the report be noted;
- (2) the proposal to increase the membership of the Panel to include advisors as required to reflect the technical nature of the transitional work be supported; and
- (3) the possibility for additional funding to pay for support on transitional issues, as required, be noted.

Duration of meeting: The meeting commenced at 11.00am and concluded at 11.30am.

D.M. PEARSALL
Chair

Staffordshire Police Authority



Present: E. L. Gothard, MBE (Chair)

F.A. Chapman
A.B. Compton

C.R. Jebb
D.M. Pearsall



C.B. Edwards



M. Beale – Assistant Chief Constable
P. Brindley – Treasurer
T. Miles – Deputy Head of Corporate Services
J. Milgate – Authority Administrator
D. Taylor – Chief Executive



P.J. Beresford., A. Bowen., Assistant Chief Constable J. Sawyers



63.

What

- (1) the minutes of the Performance, Citizen Focus and Resources Committee meeting held on 19 January 2011 be confirmed and signed by the Chair;
- (2) the minutes of the Engagement and Consultation Strategy Joint Panel held on 28 January 2011 be received and noted.

Re minute 54. It was reported that the findings of the Force review into sales, fees and charges would be supplied to the Authority meeting on 19 July 2011.

64.

The Police Authority at its meeting on 9 February 2011 approved a number of revisions to the way the Authority undertook its governance role. Approval was given to the change of name of this Committee to the Performance and Resources Committee and for a revision of its Terms of Reference (Minute 138 refers). Members noted the revised Terms of Reference as circulated and attached as to the signed minutes of the meeting.



That the revised Terms of Reference be noted.

The Assistant Chief Constable referred members to the data provided on Force Performance 2010/11 [REDACTED] which provided annual performance data for the period 1 April 2010 to 31 March 2011 and detailed performance in comparison with the same period the previous year.

Members reviewed the data and noted the excellent end of year performance showing targets being met against the key indicators set by the Authority. It was noted that satisfaction levels had improved and now stood at 90.2% against 87.7% for the same period in the previous year and in particular, that serious violent crime detections, standing at 65.9% were not only improving but were the best ranked amongst peers. The Chair of the Authority suggested that the community should be made aware of the improving performance and it was agreed that future press releases would include a quote from the Authority.

The positive reductions in violence with injury were noted but members expressed concerns that Staffordshire was still bottom in comparison with peers and asked how this could be improved. Members were advised that with better consistency of operational processes and recording it was envisaged that these reductions would continue into the summer, and it was suggested that the Committee be provided with operational details to help to illustrate improvements in this area. Additionally, the Quarterly Performance Reviews, which were attended by members, would monitor and report on performance issues.

Members continued to question the data and specifically queried variations in terms of satisfaction for Anti-Social behaviour; the failure of North Staffs Division, (although improving) to meet the 17% target for detection rate for serious acquisitive crime; the failure of Chase to achieve the target for business related crime; and the increase in North Staffordshire and Stoke-on-Trent in relation to Fatal and Serious Road Traffic Collisions against positive overall reductions of 25%.

It was reported that the Force would supply details of initiatives introduced to deal with and reduce domestic violence at the next meeting of the Committee on 14 July 2011. This would include the work of ARCH, Domestic Violence Team (North Staffordshire).

In conclusion, it was reported that future performance data submitted to the Committee would include more contextual detail, giving examples of how good performance was achieved; and how poor performance was being addressed, together with details of some of the initiatives put in place to tackle performance challenges. The Committee would also be provided with some trend analysis to enable members to better understand long term performance issues.

That

- (1) the annual performance report for the period 1 April 2010 to 31 March 2011 be received and noted; and
- (2) a report on the work in the area of domestic violence to include the work of ARCH, be received at the next meeting of the Committee on 14 July 2011.

66. [REDACTED]

The Committee considered the HMIC Report – “Demanding Times – the front line and police visibility” and the Force response, copies attached as [REDACTED]

Members were advised that the HMIC report defined what was meant by ‘front line’; gave an analysis of the percentage of officers that were deployed there; and explored a measure of the availability of those officers that were on the front line and visible to the public. The definition of the police front line comprised those who were in everyday contact with the public and directly intervened to keep people safe and enforce the law.

Members were encouraged to learn that in Staffordshire 73% of its officers were considered to be frontline which was well above the national average of 67%. They debated the Force response to the HMIC Report and posed questions in relation to what constituted front line; how shift patterns impacted on visibility; what guarantees could be given to maintaining front line provision faced with diminishing budgets; and officer and staff ratios.

Members supported the Forces’ recommendations about how the issues contained in the report could be addressed and noted that the Force intended to present a position paper on reducing bureaucracy and red tape to the Committee following the publication of the HMIC document “Cutting the Blue Tape” in May 2011.

[REDACTED] That

- (1) the report be received and noted;
- (2) the Committee continue to monitor front line and availability indicators in line with the value for money profiles;
- (3) compliance with shift patterns should be monitored on a regular basis through Business Benefits Realisation to ensure that resources are being deployed to match demand.
- (4) the Committee receive a report on the HMIC document “Cutting the Blue Tape” at its next meeting on 14 July 2011.

67. [REDACTED]

The Committee received an update on recent inspection activity, copy attached as [REDACTED]

Members reviewed the summary of the inspections that had taken place since the last meeting of the Committee which included HMIC Data Quality Review of Incident and Crime Data; HMIC Valuing the Police Inspection; Review of Strategic Risk Management; Use of Covert Surveillance Activity; HMIC Data Quality Review of Incident and Crime Data. Further information was awaited on Serial Rape and Suspect and Defendant Management.

It was noted that a formal report on the Valuing the Police Inspection would be presented to the Authority meeting on 14 July 2011 and that the Review of Strategic Risk Management would be progressed by the Authority’s Audit Committee.

■

That the report be received and noted.

68. ■

The Committee considered the Treasurer's report which sought approval for the Reserves Strategy and Financial Targets 2011/12, copy attached as ■

Discussions centred on General and Earmarked Reserve figures, with members questioning the merits of the levels set and the reasoning behind them. The Chief Executive reassured members that the newly constituted Finance Panel would provide additional scrutiny to the Financial Targets and that the Reserves Strategy would be reviewed again when setting the 2012/13 budget.

■hat

- (1) the report be received and noted;
- (2) the Reserves Strategy as set out in the Treasurer's report, be approved;
- (3) the financial targets, as set out in the Treasurer's report, be agreed; and
- (4) the Reserves Strategy be further reviewed in the development of the 2012/13 budget.

69. ■

At the last meeting of the Committee on 19 January 2011 members sought further explanation with regard to car allowances and maintenance and transport costs. Members considered the Chief Constable's response to the concerns expressed by members, copy report attached as ■

Members specifically queried whether there was a need for 126 essential car users each receiving a lump sum of £1,170. It was questioned whether the number of essential users could be reduced and that a review of business mileage be conducted to assess the most effective use of personal vehicles. It was reported that these issues would be progressed within the remit of the Transport Strategy and Police Advisory Group and reported back to the Committee.

Further questions centred around; the validity of the comparative data supplied; the efficiency of outsourcing vehicle maintenance; steps taken to prevent the misfueling of vehicles; the possibility of officers using cheaper fuel sources and/or public transport; decontamination of vehicles and windscreen repairs costs.

The Treasurer updated members on the latest CIPFA benchmarking data, copy report attached as ■ The Treasurer answered questions posed by members particularly with regard to police officer staffing ratios which in the October 2010 report to the Committee, had shown that the ratio of Police Staff to Police Officers (62.3%) was low in comparison to both comparator groups (Group A – 70% and Group B - 68.7%). Although the 2011/12 ratio had increased slightly to 63.3%, so had those in the comparative groups. Looking ahead to 2011/12 and given that a significant number of staff had left during 2010/11 it was likely that Staffordshire's ratio would fall to below 60%. In reality, budgetary pressures and terms and conditions of Police Officers would mean that this position may not improve but, in the long term, this outcome had to be given serious

consideration in ensuring value for money as a number of posts could be undertaken effectively by civilian staff.

The Treasurer advised that he would provide a report to the Committee in October 2011 based on CIPFA 2011/12 comparative data.

That

- (1) the report be received and noted;
- (2) a review of the eligibility for Essential Users Allowance be undertaken to ensure that only those with an operational explicit requirement are in receipt of the allowance;
- (3) the Force aim to further reduce mileage claims through a robust challenge of personal vehicle usage for business reasons;
- (4) the remit of the Transport Strategy and Policy Advisory Group expands beyond its current focus on the force fleet into consideration of broader issues of vehicle hire, business mileage and public transport to ensure that policy decisions in one area do not negatively impact on another;
- (5) the Treasurer submits a report based on 2011/12 comparative data to the Committee at its 10 October 2011 meeting.

70.

The Committee received a report of the Chief Constable detailing the work of Protective Services in the areas Forensics and Major Investigations. Copy report attached as

The Assistant Chief Constable provided a summary of the report and invited members to ask questions. Mr Beale advised that he had examples of specific cases undertaken by Major Investigations and Forensics which would be available for members to view after the meeting. Members would be kept abreast of developments in these areas via Quarterly Performance Reviews.

That

That the report be received and noted.

The meeting commenced at 10.30am and concluded at 12.55pm.

STAFFORDSHIRE POLICE AUTHORITY

ANNUAL GOVERNANCE STATEMENT

1. Scope of Responsibilities

- 1.1. Staffordshire Police Authority, (referred to as the Authority in the remainder of this statement), is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The Authority also has a duty of care under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2. In discharging this overall responsibility, the Authority is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Authority's functions and which includes arrangements for the management of risk.
- 1.3. The Authority has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA / SOLACE Framework: Delivering Good Governance in Local Government. A copy of this is on our website at www.staffordshirepoliceauthority.org.uk or can be obtained from Paul Brindley, Treasurer to the Authority, Staffordshire Police Authority, Police HQ, Weston Road, Stafford ST18 0YY.
- 1.4. This Statement explains how the Authority has complied with the Code and also meets the requirements of Regulation 4(2) of the Accounts and Audit Regulations 2011 in relation to the publication of a statement of internal control/Annual Governance Statement.

2. The Purpose of the Governance Framework

- 2.1 This Statement explains how the Authority has complied with the Code and also meets the requirements of Regulation 4(2) of the Accounts and Audit Regulations 2006 in relation to the publication of a statement of internal control/Annual Governance Statement.
- 2.2 The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide a reasonable, and not an absolute, assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. Risks are recognised in the Authority's and Force's risk registers which have been substantially developed.

3. The Governance Framework

3.1 The governance framework has been in place at Staffordshire Police Authority for the year ended 31st March, 2011 and up to the date of approval of the Annual Report and Statement of Accounts.

3.2 Identifying and communicating the Authority's vision of its purpose and intended outcomes for citizens and service users.

The Police Authority approves the policing objectives, which are incorporated in the Policing Staffordshire Strategy and Plan.

- The full Authority considers the strategic direction, plans and progress of the Authority, with lead members for a variety of key areas who lead the strategy review groups.
- A range of member Committees regularly reviews specific policy areas including the Audit Committee, the Performance and Resources Committee, the Human Resources Committee, the Professional Standards Committee, the Volunteers Committee, the Liaison and Consultation Committee and the Standards Committee.
- Regular facilitated workshops and development seminars for members are arranged to identify and discuss issues which may affect the Authority. These issues are often raised by lead members.
- The Authority and the Force undertake extensive and statistically significant consultation processes with over 30,000 people in a variety of ways, to inform policy and decision making. A Council Tax leaflet is issued to each household in the county and contains a section on policing priorities, performance, finances and local contact names. Bespoke neighbourhood newsletters are also distributed.
- Consultation is also undertaken with partners (eg. through Community Safety Partnerships).
- Regular reports are made to the Authority and the Audit Committee of compliance with current initiatives and external requirements.
- The Authority's policies in relation to policing objectives are directed and delivered by the Chief Constable and, in turn, the force's Chief Officer Management Meetings (COMM).

3.3 Reviewing the Authority's vision and strategy and its implications for governance arrangements

- The Authority's Joint Planning Panel reviews and develops annually the vision and strategy elements of the Policing Plan. The Policing Plan is presented by the Force and submits recommendations to the full Authority.
- Following the retirement of the previous Chief Executive and Deputy Chief Executive, a review of the governance structure was undertaken in February 2011. Committee names were reviewed for greater clarity and the remit of each Committee was revisited with a sharper focus on strategic decision making. It was also approved that Authority members are able to attend all meetings of Committees should they so wish. Members can take part in discussions but are not able to vote.
- The Authority's Corporate and Business Plan is reviewed annually and an action plan approved to reflect the Authority's key priorities and its fit with the Governance Structure.

- Individual Committees etc, as required, submit recommendations to the full Authority on their terms of reference and delegation to reflect changes and developments in the scope of their responsibilities and work.

3.4 Setting objectives and targets and their monitoring arrangements

- Key forward-looking performance indicators are established following full and wide consultation.
- The Authority is required to produce an Annual Plan setting out the priorities of the Authority for the year ahead, and also a Strategy on arrangements for the policing of Staffordshire for a three-year period. These are formulated in conjunction with the Force and partners in the community. These priorities are used to direct and manage activity.
- Broader learning and the sharing of best practice is further enhanced by the establishment of an Officer Corporate Governance Group with representatives from the Authority Officers, the Force, and Internal Audit.
- Key performance indicators are set within the Plan to support the Authority's priorities. Local targets for performance are negotiated with Basic Command Units¹ to achieve these targets.
- Robust approach to performance in support of the Communities First Strategy.
 - 10 key indicators for force – establishing very clearly what success looks like.
 - The Force, Executive and Authority monitor all other indicators for vulnerabilities and successes.
- A comprehensive performance monitoring framework is in place to provide timely and accurate information against these indicators.
- Established lines of accountability are in place for meeting objectives and assigning responsibility.
- There is a robust system in place to ensure accountability for performance against targets. Performance figures are routinely presented and discussed at Police Authority meetings, COMM, Quarterly Performance Reviews and routine operational/departmental performance monitoring forums.
- In April 2010 a Strategic Resource Panel was set up in Force to closely monitor Police Officer, PCSO and Police Staff numbers against budget. The SRP also monitors non-pay spend and reductions against target, approves all changes to the establishment and directs the completion of the establishment plan. All staffing decisions are made by this panel who meet weekly. Police Authority members attend this meeting once a month for the “stock take” review.
- Real time performance management and demand management figures are available to Management to enable informed decision making.
- The Authority is required to produce an annual budget which is aligned with the Plan and objectives.
- The annual budget follows the Medium Term Financial Plan and recognises the longer term budgetary implications of decision –making.
- The Authority receives regular reports on the progress against these priorities and targets, financial management and emerging issues. All key targets are subject to close scrutiny and monitoring by the Authority.

¹ Basic Command Units (BCUs) were in existence throughout 2010/11. They will be replaced by Local Policing Teams in 2011/12

3.5 Measuring the quality of services for users, to ensure that they are delivered in accordance with the Authority's objectives and represent best use of resources

- Delivering a quality service is a key driver of the Communities First Strategy
- Key indicators and targets set for satisfaction levels and dealing with the things that matter
- Force surveys conducted for victims of anti social behaviour, burglary, vehicle crime, assaults and road traffic collision
- Daily feedback to operational staff from force surveys to drive improvements in service delivery
- Local witness care survey implemented January 2008 to complement national WAVE survey
- Citizen Contact Records, Citizen Panel and Feeling the Difference survey being conducted to understand local priorities and perceptions of service delivery
- Staff Perception Survey questions linked to the Communities First Strategy
- Corporate Services conducting local research to identify key drivers of satisfaction and confidence.
- The Force is inspected by Her Majesty's Inspectorate of Constabulary (HMIC) and all resulting reports and action plans are reported to and monitored by the Performance and Resources Committee.
- The force is also accountable to and inspected by other bodies (for example: the Office of Surveillance Commission, the Children's Board and the Independent Police Complaints Commission).

3.6 Risk Management Processes

This is undertaken through:

- Strategic Risk Management Group chaired by the DCC
- Individual risk registers are developed and reviewed for both the Authority and Force with actions to reduce risks monitored.
- Improved force escalation process implemented Dec 2010
- Regular reports by internal audit, which include independent opinion on the adequacy and effectiveness of the organisation's system of internal control, together with recommendations for improvement, which are taken to the Audit Committee for consideration.
- The post of Chief Executive to the Authority and delegation to that post of Monitoring Officer responsibilities.
- The Treasurer's responsibility for the legality and propriety of financial transactions.
- Financial and Contract Standing Orders are in place.
- There are professionally qualified finance staff in key roles throughout the organisation.
- HR procedures, supporting terms and conditions of employment for staff and covering all aspects of good employment.
- Improved insurance programme and improved accident claims statistics.
- Improvements in Business Continuity Planning.
- Further development of corporate risk profiles.
- Management of operational risks through established processes, including the National Intelligence Model.
- Establishment of the HQ and Divisional Health and Safety Sub Committees to complement the SPA Force wide Health and Safety Committee.

- The Risk Management Strategy, which is firmly based on good practice as set out by the National Forum for Risk Management in the Public Sector (ALARM).
- The Force's Professional Standards Department which is responsible for investigating all complaints against the police and internal conduct issues.
- The Authority and the force have whistle blowing policies and procedures and the force has a confidential phone line.
- The force has an anti-corruption unit within the Professional Standards Department. The staff in the unit are highly trained and skilled in covert work, sensitive policing issues and RIPA policies.

3.7 Defining and documenting the roles and responsibilities of the Authority and Force and the senior members and officers within each, setting out clear delegation arrangements and protocols for effective communication, and arrangements for challenging and scrutinising Force activity

- There is a scheme of delegation in place delegating powers to the Chief Constable, the Chief Executive and the Treasurer which was reviewed, updated and approved in 2008, and which is currently under review following the Force restructure.
- There is a clear Committee and reporting structure with lead members liaising with the Force. Force activities are scrutinised through the Authority and its committees
- All officers and police, and police authority, staff have post profiles defining their roles
- There is an approved protocol for the statutory obligations associated with the roles of the Chief Constable, the Chief Executive and the Treasurer and there is also a protocol on Member/ Officer relations.

3.8 Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members, officers and staff

- Value Statement in Communities First Strategy
- Visibility and leadership of Executive Team.
- 5 Executive Divisional Visits & briefings
- All members, officers and staff are issued with the relevant Code of Conduct
- All new members receive induction training which includes the importance of ethical behaviour and adherence to the Members Code of Conduct, to which all are signed up.
- Standards of behaviour are monitored through the Professional Standards Committee and the Standards Committee (which has an independent chair). This includes scrutiny of : complaints against the police; levels of instances of "stop and search" and "stop and account"; occasions where police officers have been justifiably excused under Exemptions from Speeding Regulations, for safety camera activations when attending incidents and letters of appreciation.
- All members also sign up to the Authority's anti-discrimination code of conduct
- As referred to above, the Authority has adopted a Protocol on Member/Officer relations to establish a prudential framework for the interface between their respective roles
- There are formalised complaints and grievance procedures. In addition to the Authority's own complaints procedure, Members of the Authority are subject to a Code of Conduct adopted by the Authority in line with that recommended by the Secretary of State and the Standards Board for England, supported by more detailed provisions in the Authority's procedural standing orders.

3.9 Reviewing and updating standing orders, standing financial instructions, a scheme of delegation, contract/ procurement regulations, and supporting procedure notes/manuals, which clearly define how decisions are taken and the processes and controls required to manage risks. Ensuring compliance with relevant laws and regulations, internal policies and procedures, and expenditure that is lawful

- Procedural Standing Orders, Financial Regulations and Contract Standing Orders (with appropriate guidance therein and within-force provisions) were updated and approved by the Police Authority in 2008/09. These will be updated during 2011/12 following the Force restructure.
- There is a scheme of delegation which is currently under review following the Force restructure.
- Financial instructions and procedure notes are in place but will be reviewed in line with the development of policy revisions
- Internal and external audit examine and report on compliance by the Authority and the force with applicable regulations.
- Professionally qualified finance teams undertake budgetary monitoring and control.
- A Police Authority Corporate Governance Framework has been developed pulling together the principal documentation processes and regulatory monitoring impacting on good and effective corporate governance.

3.10 Audit Committee

- The Authority's Audit Committee undertakes all of the requirements of an audit committee, as identified in CIPFA's Audit Committee – Practical Guidance for Local Authorities.

3.11 Whistle blowing and for receiving and investigating complaints from the public and handling citizen and other redress.

- The Professional Standards Committee monitors the application and outcomes of the Force's whistle blowing policy and practice.
- The Force's Professional Standards Department oversees all complaints and Local Resolutions from the public ensuring compliance with The Police Reform Act 2002.
- The Authority and the Force have effective, ongoing dialogue and communications with the IPCC, including a biannual meeting with the Regional Commissioner for the area.
- The Force has an Anti Corruption Unit that investigates information / intelligence received about members of staff - which is overseen by monthly meetings with the DCC
- The Force has a Confidential Phone line on which individuals can leave anonymous information - this number is regularly publicised around the Force.
- The Force also publicises the newly introduced IPCC confidential hotline which any members of staff can access if they prefer.
- The Authority has in place procedures for receiving and investigating complaints made to it about decisions made by or on behalf of the Authority and by its officers; and for receiving and investigating complaints made to it about the conduct of ACPO rank officers under the relevant Conduct Regulations. The outcomes of complaints made about the conduct of ACPO rank officers are reported to the Professional Standards Committee.

3.12 Determining the conditions of employment and remuneration of officers and staff

- There are national pay scales for police officers, police staff and Authority staff.
- Staffordshire Police operates an approved job evaluation scheme.
- Regular strategic and local consultation is undertaken with staff associations.

3.13 Identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training

- Development needs of officers and staff are identified through performance development reviews and actions to resolve these needs are responded to in that process
- Authority members are subject to annual performance development reviews which produce bespoke personal development and training plans.
- Members regularly hold development days
- The Force runs an accredited Leadership Development scheme in association with Staffordshire University.

3.14 Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation

- The Authority has a well established system of Community Consultation Committees (PACs)– each led and driven by a named member of the Authority.
- The lead member for each PAC has responsibility for ensuring ongoing engagement with relevant communities and partners at the neighbourhood policing level and providing feedback to inform the development of the Authority's policies and priorities.
- Each of the 9 Community Safety Partnerships (CSPs) has a nominated Authority member, and members report back regularly to the full Authority.
- The Authority, with the force, issue bespoke neighbourhood newsletters which are distributed throughout the year.
- All Authority members are appointed as relevant LPT link members to ensure effective ongoing liaison with the LPT Commander and other relevant officers and staff and feedback on issues arising from PACs and other contact with communities.
- The Force website has been relaunched in a fundamentally outward facing form and the Authority has reviewed its website, following its launch in July 2009.
- Meet all 10 local authorities on an annual basis to discuss emerging priorities for the coming year as well as the draft budget.

3.15 Clear Channels of Communication

- Review and development of existing networks - e.g., Neighbourhood Watch and other 'Watch' networks - to rejuvenate these as channels of communication
- Actions in our Diversity Action Plan to identify and develop local networks within diverse communities to assist in communicating with diverse groups
- New, dedicated telephone numbers and support for specific communities/stakeholders - e.g., dedicated telephone number for business community
- Ongoing promotion of details of local police officers and how to contact them. 'E-card' initiative facilitating a range of staff - including front line staff, Area

Control Rooms and Customer Satisfaction interviewers - in forwarding local officer details, and how to contact them, to citizens and stakeholders

- Development of a partnership hub to help direct callers for service to the appropriate agencies via just one phone call
- User friendly websites.

3.16 Accountability

- Action owners identified in details of local PACs and equivalent meetings
- Responsibilities and accountabilities identified in local 'Problem Solving' records
- Developing citizen focus internet page setting out who is responsible and accountable for local policing
- Details on how to make a complaint against the police on Staffordshire Police internet site

3.17 Encouraging Open Consultation

- Police/Police Authority attendance and support for local meetings - e.g., residents meetings, street meetings, etc.
- Open Police Authority Consultation (PAC) meetings with funding provision for promotion and advertising in the local area
- Growing use of 'Blogs' and other internet sites to support open 'dialogue' with citizens' and stakeholders
- Regular briefing notes to local media about open consultation events
- Inclusion of questionnaires in 'Safer Staffs' newspaper giving an opportunity to participate to every household in the Force area and feedback and accessibility through neighbourhood newsletters.
- New meetings calendar and supporting database showing when and where meetings will be held and any related issues or actions
- Development of new local engagement plans designed to ensure consultation arrangements and opportunities that are as comprehensive and extensive as possible
- Budget consultation sessions were carried out with the County Council and local District Council's.
- Citizen Focus Toolkit captures community intelligence to help shape local decision making.

3.18 Incorporating good governance arrangements in respect of partnerships and other group working as identified by the Audit Commission's report on the governance of partnerships, and reflecting these in the Authority's overall governance arrangements

- A partnerships register has been established in order for the Authority to fully understand its partnership commitments
- The Financial Regulations cover the regulation of partnerships and to ensure that the purpose of such partnerships is evaluated, and any risks assessed, before the Authority or the force agrees to take part.
- The Authority receives regular updates on collaboration arrangements with regional and other partners and on the benefits achieved as a result.

4. **Review of Effectiveness**

4.1 The Authority has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including:

- The review of internal audit
- The review of operation of internal control
- The review of the Police Authority's governance structure through its 'Fit for Purpose' review undertaken between September 2009 and January 2010, supplemented by a further 'stocktake' in February 2011.

4.2 These reviews have been completed and brought through the Authority. These reviews were informed by the work of managers within the Authority and the Force who have the responsibility for the development and maintenance of the Code of Corporate Governance, the Annual Governance Statement and internal auditors.

4.3 The governance framework has been developed, maintained and reviewed by the Corporate Governance Group which includes members of the Police Authority and the Force, representatives from Internal Audit and external input. This Group reports to the Audit Committee.

4.4 We have also been advised on the implications of the result of the review of effectiveness of the governance framework by the audit reports against the framework and no significant governance issues have arisen.

5 **Significant Governance Issues**

5.1 The Authority is currently planning for the implications arising out of the Police Reform and Social Responsibility Bill which will inevitably lead to a future review of governance arrangements.

Signed:

David Pearsall

Chair of Staffordshire
Police Authority

Michael Cunningham

Chief Constable of
Staffordshire Police Force

Damon Taylor
Chief Executive of Staffordshire Police Authority

Date:

On behalf of the members of Staffordshire Police Authority and Police Force

Staffordshire Police Authority



Present: C.B. Edwards (Chair)

P.E.B. Atkins
E.L. Gothard, MBE

D.M. Pearsall
P.F. Vigurs



R. Crawley
A. Compton, MBE



H.C. Brian.



C. Coombe – Senior Manager, Personnel Services
L. Guthrie - Learning and Development Strategic Development Manager
G. Liddiard – Director of Resources
J. Milgate – Authority Administrator
C. Preston – Head of Human Resources Development
D. Taylor – Chief Executive



74. ■



What

- (1) the minutes of the People Policy and Development Committee meeting held on 4 November 2010 be confirmed and signed by the Chair;
- (2) the minutes of the Ill Health Management Panels held on 19 October 2010, 4 January 2011 and 1 March 2011 be received and noted.

75. ■

The Police Authority on 9 February 2011 approved a number of revisions to the way the Authority undertook its governance role. Approval was given to the change of name of this Committee to the Human Resources Committee and for a revision of its Terms of Reference (Minute 138 refers). Members noted the revised Terms of Reference as circulated and attached as ■ to the signed minutes of the meeting.

The Committee suggested a number of minor amendments, namely; Point 5 - replace Police Pay Reform Working Group with the Winsor & Hutton Implementation Group and; Point 6 – to note that the newly merged Human Resources Development incorporated Human Resources, Learning and Development and Occupational Health, Safety and Welfare.

■

That the revised Terms of Reference be noted subject to the amendments detailed above.

76. ■

The Chief Constable's report provided a review of 2010/11 Human Resources and Learning and Development Plans and set out the draft Integrated Human Resources Development (HRD) Strategy 2011/14 and Action Plan for 2011/12 for approval. Copy report attached as ■

The Head of HRD advised that the main focus of the Human Resources and Learning & Development Plans 2010/11 had been the restructuring arising from Communities First. The key points of the Plans were summarised and members asked questions particularly in relation to the affects of Regulation A19 on the selection of officers for the Talent Management Scheme; Regulation A19 with regard to Service Critical Skills, succession planning and skills gaps; training resources for Special Constables; the negotiations with Staffordshire Fire and Rescue re the site for a fourth Occupational Health Unit; the management of working time and time owed through Rest Day Agreements and the implications of policing the Olympics; the Force Fairness at Work (Grievance) and Mediation Scheme.

It was reported that the Learning and Development Plan was on track with some good achievements particularly around national quality assurance requirements.

The 2011/14 Integrated People Management Strategy's four key strategic issues and the Human Resources Development Action Plan April 2011 were also considered by members.

■hat

- (1) the update on the progress against the 2010/11 plans, be noted;
- (2) the Human Resources Development Strategy 2011-14, together with the action plan for 2011/12, be approved; and
- (3) progress against delivering the Action Plan be reported to future meetings

77. ■

The Committee considered the Human Resources data attached as ■ and posed questions particularly in relation to sickness absence figures, requesting an explanation of the 3.5% target figure. It was agreed that in future the Committee would be supplied with overall force wide sickness absence figures for police staff and police officers to put the actual rates into context and gauge Force performance. Details of long term and short term sickness rates would be provided with the Force giving careful attention to the effect of long term sickness on overall sickness figures.

Members expressed concern over the sickness levels for the Operational Communications Department (OCD) and Justice Services both of which showed sickness levels significantly above target. It was recognised that uncertainty caused by restructuring had the potential to increase anxiety and stress.

Members requested that future sickness data be reported to the Committee by exception concentrating on (OCD) and Justice Services in the first instance. It was noted that future reporting would be based on Local Policing Team boundaries.

That

- (1) the report be received and noted;
- (2) in future the Committee receives a breakdown of force wide sickness absence to enable members to gauge force performance against target figures; and
- (3) the Committee receives future sickness absence data by exception, starting with a report on OCD and Justice Services at its next meeting on 26 July 2011.

78.

The Chief Executive's report on the Winsor review (Part 1) into police officer and staff pay and conditions gave members an opportunity to consider the recommendations in the report and discuss the implications for the organisation with the Force. Copy report attached as

The Chief Executive summarised the report and the APA initial briefing appended, highlighting the significant implications for the Force in the areas of the deployment of officers and staff; post and performance related pay and how officers leave the police service. Members were advised that Part 2 of the Winsor report would be published in June 2011 and would cover how officers enter the police service; how pay progression through pay scales would be made fairer to officers, staff and the taxpayer, and whether the typical service length should be made more flexible; and how officers and staff pay and conditions of service are decided.

Acknowledging that if the recommendations in the Winsor report were adopted, they could have significant implications for the Force, as well as individual officers and staff, members requested that the next meeting of the Committee on 26 July 2011 consider the Force perspective on Part 2 of the Winsor report together with any progress on the proposed pre implementation of the recommendations in reports 1 and 2 and the impact on the Medium Term Financial Strategy. Detailed financial assumptions would be considered by the Finance Panel and the Authority would focus on those issues relating to the terms and conditions of Chief Officers.

The Force had set up the Winsor/Hutton Implementation Group to look at the recommendations in the both reports and nominations were sought from the Committee.

That

- (1) the Committee note the publication of the Winsor (Part 1) report;
- (2) the Committee receives a further update on the implementation of the key areas in Winsor Part 1; and a detailed analysis of the implications of Winsor Part 2 at its next meeting on 26 July 2011;
- (3) the financial implications of the report in the context of the medium term financial strategy be considered by the Authority's Finance Panel; and
- (4) membership of the Winsor/Hutton Implementation Group (formerly Police Reform Pay Group) be the Chair and Vice Chair of the Human Resources Committee, together with D.M. Pearsall (P. F. Vigurs substitute)

79. [REDACTED]

The Committee considered the report of the Chief Executive which provided an initial overview of the findings of Lord Hutton's independent review of public service pensions, copy attached as [REDACTED]

Members considered the implications of the review and discussed the key recommendations of the report noting the impact they would inevitably have on staff moral particularly as they had come so soon after the changes recommended in the Winsor review. The Force acknowledged that imposing the raft of changes recommended in Winsor and Hutton could have an effect on the health and well being of officers and staff and therefore needed careful managing.

That

- (1) the report be received and noted; and
- (2) the Committee receives regular updates from the Winsor/Hutton Implementation Group

80. [REDACTED]

The Chief Executive's report set out the key recommendations contained within the Review of Police Leadership & Training undertaken by Peter Neyroud and sought the Committee's view on the consultation questions arising out of the review. Copy report attached as [REDACTED]

Members reviewed the report's recommendations and supporting proposals and discussed a number of issues including; the merits of the establishment of a Chartered Policing Professional Body and the associated funding; the impact of developing a Police Initial Qualification (PIQ) and it being equivalent to a level four qualification and whether this would deter or attract applications from the communities the Force are trying to reach; and the establishment of an integrated delivery body.

It was noted that the Head of Human Resource Development (HRD) would be attending a national meeting on the Neyroud Review on 19 May 2011 and would report back to the Committee.

Members considered and agreed the Authority's suggested responses to the questions posed in the consultation exercise and the Chief Executive, in consultation with the Chair and Vice Chair of the Human Resources Committee and the Head of HRD, would finalise a response to the APA and the Home Office.

That

- (1) the publication of the Neyroud report on police leadership and training be noted;
- (2) the Chief Executive, in consultation with the Chair and Vice Chair of the HR Committee, be authorised to finalise the response for submission to the APA and the Home Office; and
- (3) the Head of HRD share the findings of the national meeting on 19 May 2011 with the Committee.

81. [REDACTED]

The Committee received a report of the Chief Constable detailing the changes to the arrangements for sick pay and ex gratia payments to Special Constables as agreed by the Specials Steering Group. Copy report attached as [REDACTED]. The Committee was asked to endorse the revised policy.

That

- (1) the report be noted; and
- (2) the policy for ex gratia payments to Special Constables for injury or illness, be endorsed.

82. [REDACTED]

The Chief Officers' Management Meeting on 17 December 2010 had made a number of decisions in relation to Long Service Awards namely; that Long Service Award types be rationalised to 20 years for both police officers and police staff and the 25 year award be removed; the withdrawal of the £175 award resulting in cashable savings of £14,663; reduce the number of events to three-four per annum to reduce costs and improve the experience for recipients; that sponsorship be considered for the force Annual Awards; and that the new conference facilities at Weston Road be utilised to reduce external venue costs.

The Chief Constable's report, copy attached as [REDACTED] requested the Committee to note the changes detailed above and approve the removal of the Authority 25 year Long Service Award.

Members noted and agreed with the changes and suggested that the 20 year Long Service Award be jointly awarded by the Authority and the Force.

That

- (1) the changes to the Force Long Service Awards be noted;
- (2) the removal of the Authority 25 year Long Service Award be approved; and
- (3) the 20 year Long Service Award be a joint Authority and Force Award.

83. [REDACTED]

The Chief Executive presented a report on the Annual Review of the Chief Officer Car Scheme, copy attached as [REDACTED].

Members were reminded that the Chief Officers' car scheme, which applied to the Chief Constable, Deputy Chief Constable, both Assistant Chief Constables, and the Director of Resources, was revised and published in July 2010. As part of the revision, it was agreed that two elements of the scheme, the annual subsidy and the mileage payment rate would be reviewed on an annual basis, with effect from 1 May each year, to take account of inflation.

Members considered the proposals to increase the annual subsidy rate by 4.4% in line with the Consumer Price Index and that it should apply to Chief Officers on the conclusion of their current three year lease; and that the HM Revenue & Customs advisory fuel rate for business use be adopted with effect from 1 May 2011 and that any future changes be automatically applied.

That

- (1) the annual subsidy value paid as part of the Chief Officers' car scheme be increased in line with the CPI inflation rate (as at 1 April 2011) of 4.4%;
- (2) the new annual subsidy rate be payable at the conclusion of the officers' current three year lease; and
- (3) the HM Revenue & Customs advisory fuel only rate for business use be adopted, with effect from 1 May 2011, with any future changes being automatically applied.

84. ■

The Committee considered a report of the Chief Executive providing an analysis of members' evaluations of specific training, seminars and conferences they had attended, circulated to members and set out in ■

That the report and the evaluations be noted

85. ■

There was nothing to report on this occasion.

86. ■

The Learning and Development Strategic Development Manager gave an oral update on the Force's Review of Professional Development (RPD) aided by handouts, copies attached as ■

Members were advised that the Force had found that the RPD process was not working effectively and that it was too bureaucratic. Research had shown that performance had increased in instances where the RPD process had not rigidly been followed and this had led to a change in the Force's approach to Continuous Professional Development (CPD) the principles of which were explained to members.

Written annual performance objectives, annual competence assessments and routine evidence recording would be replaced with regular managerial interaction with staff whereby managers communicated what is required; checked understanding, discussed individual development needs with their staff; monitored performance and responded appropriately to any development needs. It was hoped that these new methods would give individuals more control over their personal development and give managers the freedom to communicate in ways best suited to particular working arrangements.

That

- (1) the oral update be noted and;
- (2) a short update be provided to the next meeting of the Committee on 26 July 2011, followed by quarterly updates.

87. ■

■

That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A of the Local Government Act 1972 (as amended) and that the public interest in not disclosing that information outweighs the public interest in disclosing it.

88.■

■That

- (1) the minutes of the People Policy and Development Committee held on 4 November 2010 be confirmed and signed by the Chair; and
- (2) the minutes of the Ill Health Panel held on 19 October 2010 be received and noted.

89.■

The Committee considered and noted the report of the Chief Constable on employment tribunal cases. Copy report attached as■

Members requested that in future details of how cases had been finalised were also provided, for example, whether they had been withdrawn or subject to a financial settlement. It was also agreed that the Committee would be provided with the numbers of cases that had reached Stages 1 and 2 but had not reached the Tribunal stage.

■hat

- (1) the report be received and noted; and
- (2) in future that reports provide details of how particular cases were finalised and the number of cases that reach Stages 1 and 2.

90.■

The Committee received and noted the report of the Chief Constable on the revised HRD senior management structure, copy report attached as■

The Chair requested the names of the officers allocated to each post when they were available.

■hat

- (1) the report be received and noted;
- (2) the names of the officers allocated to each of the senior management posts be provided to members when available.

■The meeting commenced at 10.00am and concluded at 12.55pm.

■
■

Staffordshire Police Authority

MINUTES OF THE PROFESSIONAL STANDARDS COMMITTEE MEETING HELD ON WEDNESDAY 27 APRIL 2011 AT POLICE HEADQUARTERS, WESTON ROAD, STAFFORD

Present: Mr. A. Bowen (Chair)

Crawley, Mrs. R.

Heath, Mrs. C.G.

Vigurs, P.F.

Apologies: Mr. P.J. Beresford, Mrs. H.H. Iqbal, Mr. B. Ward and Supt. S. Popadynech

Also in attendance:

Ms. C. Astle – Insurance Officer

Det. Ch. Insp. C. Brookes – Professional Standards Department

Mrs. A.J. Holmes – Authority Principal Officer

Mr. D. Paxton – Deputy Chief Constable

Mr. D. Taylor – Chief Executive

Mr. J. Ziemann – Force Principal Officer, Professional Standards Department

113. DEATH OF A SERVING OFFICER

The Committee briefly adjourned its proceedings as a mark of respect to the memory of Sgt. Stan (Alan) Bowley, a serving police officer who had passed away recently following a long illness. The Chair of the Authority and the Chief Constable were to attend Sgt. Bowley's funeral, being held today in Macclesfield.

114. MINUTES

RESOLVED

That the minutes of the meeting held on 27 January 2011 be confirmed and signed by the Chair.

ARISING THEREON:

DIP SAMPLING GUIDANCE NOTES

(minute no. 102)

The Chief Executive confirmed that guidance on dip-sampling had been received from Amerdeep Somal, IPCC Commissioner, as promised at the last meeting of the Committee in January 2011. The revised dip-sampling process in place for completed complaint files accorded with the guidance so no revision was needed at this time.

PROFESSIONAL STANDARDS COMMITTEE – NEW STRUCTURE

(minute no. 103)

In response to a question from the Chair, Det. Ch. Insp. C. Brookes advised that he would update members on the recent changes to the PSD structure as appropriate during the presentation of the Chief Constable's reports on today's agenda.

115. REVISED TERMS OF REFERENCE

The Committee considered a report of the Chief Executive advising that the Committee's terms of reference had been updated and simplified as part of the revisions to the Authority's governance arrangements agreed in February 2011, circulated to members and as set out in Appendix 1 to the signed minutes of this meeting. This review had also recommended a change in the designation of the Committee.

RESOLVED:

That the revised terms of reference be noted.

116. COMPLAINTS - STATISTICS - 2010/11 YEAR END ANALYSIS AND FINAL QUARTER OF 2010/11

The Committee considered a report of the Chief Constable providing an analysis of the number of complaints received for the Force and for each Division for 2010/11, providing a breakdown of the principal categories and comparison figures for 2009/10, together with statistics for the final quarter of 2010/11 ending on 31 March 2011, circulated to members and as set out in Appendix 2 to the signed minutes of this meeting.

The statistics for 2010/11 showed an increase of 4% (15 complaints) in the number of complaints recorded by the Force compared with 2009/10. Allegations recorded as at 31 March 2011 numbered 660, a 3% increase when compared to 640 in 2009/10. Despite these increases, the continuing trend over a three-year period was decreasing. Indeed the Force was in a very good position nationally for the number of complaints recorded per 1,000 police officers. The Independent Police Complaints Commission was currently preparing the year-end figures for 2010/11 and it was hoped that the comparative data would be available for discussion at the next meeting of the Committee in July 2011.

During 2010/11 there had been 65 appeals and the number of complaint cases allocated for investigation was 301.

The Committee noted that officers regularly involved in complaints were subject to tasking profiles to address training or other issues, such as behaviour traits, through the Force's review of professional development process. More complaints continued to be resolved at a local level, reflecting the success of the Service Recovery Strategy where the outcome of a complaint was commensurate with the complainant's wishes.

The analysis of the number of complaints received for the Force and for each Division for the final quarter of 2010/11, together with a breakdown of the principal categories and comparison figures for the same quarter in 2009/10 showed that complaints had risen to 100 from 93 in the same quarter of 2009/10. The quarter had seen a noticeable increase in complaints recorded in the Trent Valley Division, rising to 15 from 4 in the same quarter last year. The Committee was advised that the reason for this would have being scrutinised through the tasking process at the Division, including the Quarterly

Performance Review. Such fluctuations were usually the result of additional activity generated by specific targeted projects.

The Deputy Chief Constable reported that data from 1 April 2011 would be provided to the Committee in the new Local Policing Team categories, so no like-for-like comparisons would be available for the first year.

The Committee considered the type of category on which to concentrate its dip-sampling of completed complaint files on for the last quarter of 2010/11, the results of which being reported to the Committee at its next meeting in July 2011.

RESOLVED: That

(1) the performance for January to March 2011 be noted;

(2) the year-end performance for April 2010 to March 2011 be received; and

(3) the dip-sampling for the next quarter continue to be focused on 'Other Assaults', the findings of which the Head of the Professional Standards Department be asked to incorporate into his report to the Committee in July 2011.

117. FREEDOM OF INFORMATION, DATA PROTECTION AND INFORMATION SECURITY ANNUAL REPORT

The Committee considered a report of the Chief Constable providing statistical information in relation to requests made to the Force under the Freedom of Information Act 2000 for the period 1 April 2010 to 31 March 2011, together with information regarding requests under the Environmental Information Regulations and the Data Protection Act, circulated to members and as set out in Appendix 3 to the signed minutes.

Requests to the Force for information under the FOI Act had decreased by approximately 8% (47) in 2010/11 as compared to 2009/10, with the majority of such requests (60.8%) being submitted by the media. There had been 5 requests for internal reviews during the year and appeals had been made to the Information Commissioners Office.

The number of subject access requests (SARs) under the Data Protection Act during 2010/11 had decreased very slightly (3) when compared to 2009/10.

During 2010/11 the Force had 108 Information Security Incidents but confirmed that the Force had not experienced any data security issues due to the loss of police officers personal digital assistant handsets.

The newly configured Information Assurance Team was now responsible for the monitoring of transactions on the Police National Computer and on the Driver validation Scheme, details of which would be reported to the Committee at a future meeting.

RESOLVED:

That the report be noted.

118. ANTI-CORRUPTION POLICY AND PRACTICE – ANNUAL UPDATE

The Committee considered a report of the Chief Constable providing an update on the Force's anti-corruption policy and practice, including the use of the confidential reporting facility for 2010/11, circulated to members and as set out in Appendix 4 to the signed minutes of this meeting.

The number of intelligence reports conducted during 2010/11 totalled 83 in as compared to 111 in 2009/10, the largest percentage being in the area of Disclosure of Information (30%). However the number of operations commenced during 2010/11 had risen to 122 as compared to 72 in 2009/10. In response to the threat of the unlawful disclosure of information a Lawful Business and Internal Monitoring Policy was being developed.

In response to the possibility of police staff or police officers associating with criminals or having inappropriate associates the Force had developed a Notifiable Association Policy that introduced practical measures to avoid staff entering into, or continuing, such associations. The Professional Standards Board had prompted the need for the Force to review its current policy relating to secondary employment/business interests to protect the Force's reputation and staff from potentially damaging allegations of misconduct and corruption.

During 2010/11 the Force's confidential reporting line (extension 5001) had been used only five times and two anonymous letters reporting alleged misconduct/improper behaviour had been investigated. Appropriate action was taken following the investigations, including requesting a named police officer to stop association with a certain individual. In an attempt to further staff confidence in the confidential reporting facility a confidential webpage was currently under development that would allow a two-way exchange of communication between the reporting person and the PSD.

The Committee discussed whether the low use of such a facility was a good indicator of the health of the organisation, demonstrating that staff had the confidence to report such issues to their line managers for discussion and remedial action. It was hoped that the secure website would encourage the further disclosure of allegations in the future.

During 2010/11 20 police officers had been the subject to the early intervention process where they had been identified as having been the subject of multiple complaints. Such measures had demonstrable effects on the reduction of complaints by such officers and served to address the Force's professional standards priorities. Improvements in the vetting processes employed by the Force had been made following the appointment of more dedicated staff, including the carrying out of aftercare checks on police officers, carried out at given intervals post appointment and a change in role.

The Committee requested that comparisons for the number of intelligence reports and operations could be given over a three year period to allow trends to be identified and if further details of the success rates of intervention with officers subject to the early intervention process could be provided.

RESOLVED: That

(1) the report be noted;

(2) the progress being made by the Professional Standards Department on improving the already high standards of professionalism and integrity within the Force be welcomed; and

(3) future reports include three year data and success rates of information.

119. CIVIL CLAIMS 2010/11 – ANNUAL REPORT

The Committee considered a report of the Chief Constable on the civil claims and other associated claims against the Force pursued in 2010/11 and provided an update on the work of the Insurance Unit, circulated to members and as set out in Appendix 5 to the signed minutes of this meeting.

Details of Public Liability (PL) claims, Employers Liability claims, Police Motor Vehicle Accident claims and Claims Patterns for the period since 2005/6 to 2010/11 was given, with the Committee noting the top five causes of PL claims; the effect on EL claims in 2009/10 resultant from the policing of the English Defence League's demonstrations in January 2009; the top four causes of Police Motor Vehicle Claims, including the high number of damages reported to vehicles in operational police premises and the positive effect that the Driver Permit Scheme was having on such instances; and the overall downward trend in claims resulting in the Force being due to receive a rebate from its insurers in May 2011. Further details of the successes of the Driver Permit Scheme were requested to be reported to the Committee at a future date.

It was noted that the Insurance Unit had undergone a reorganisation following the Communities First Programme, the strategic management of Force risk now being embodied within the Corporate Services Department. The Unit would endeavour to maintain and enhance its strong links with both internal groups and brokers through this period of transition, modifying its insurance portfolio and software systems accordingly through 2011/12 to ensure that the Force receives best value for its services.

RESOLVED:

That the report be received.

120. EXEMPTION FROM SPEEDING REGULATIONS – ANNUAL REPORT

The Committee considered a report of the Chief Constable providing details of the number of police officers subject to exemption from speeding regulations for 2010/11, circulated to members and as set out in Appendix 6 to the signed minutes of this meeting.

The number of police vehicle safety camera activations for 2010/11 was 4,517 as compared to 4,788 in 2009/10. Of those activations investigated eleven police officers and two support staff were not considered exempt from further action and had been penalised accordingly.

The monitoring of driving standards Force-wide was now the responsibility of the PSD, with the Department overseeing all aspects of the management of driving standards and the Driver Permit Scheme. This would enable the management of future speed activations to be more robustly managed and ensure a commonality of approach Force-wide to the exemptions sought by police officers and staff from prosecution from such offences.

RESOLVED:

That the report be received.

121. 2010/11 CHIEF CONSTABLE'S COMMENDATIONS

The Committee received a report of the Chief Constable advising that a total of 8 Chief Constable commendations had been awarded during 2010/11, 7 to police officers and one to a member of police staff, acknowledging outstanding dedication to duty and the delivery of excellent policing services, circulated to members and as set out in Appendix 7 to the signed minutes of this meeting.

The Chair, in receiving this report, congratulated the officers, serving as a timely reminder of the outstanding work and commitment of Staffordshire officers.

RESOLVED:

That the report be received.

122. EXCLUSION OF THE PUBLIC

RESOLVED

That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A of the Local Government Act 1972 (as amended) and that the public interest in not disclosing that information outweighs the public interest in disclosing it.

123. INDEPENDENT POLICE COMPLAINTS COMMISSION INVOLVEMENT IN INVESTIGATIONS

The Committee considered a report of the Chief Constable that appended schedules of IPCC supervised, independently and managed cases, circulated to members and as set out in Appendix 8 to the signed minutes of this meeting.

RESOLVED:

That the report be received.

124. 2010/11 COMPLAINTS RECEIVED BY THE AUTHORITY

The Committee considered a schedule of complaints received by the Authority for the period 1 April 2010 to 31 March 2011 circulated to members and as set out in Appendix 9 to the signed minutes of this meeting.

RESOLVED:

That the report be received.

125. DIP-SAMPLING OF COMPLAINTS COMPLETED FINAL QUARTER OF 2010/11

The Committee considered oral reports from members following their scrutiny of complaints completed during the quarter ending 31 March 2011, focusing on the category of 'Other Assaults'.

Four issues arose out of the scrutiny of the files by members, namely: (i) the appropriate use of force by police officers in custody suites, particularly pertaining to

offenders with mental health issues – resulting in the revaluation of a complaint file by the Deputy Chief Constable; (ii) the role of the IPCC in both managing complaints and acting as a final arbitrator for the complainants right of appeal - perceived conflicts of interest being discussed; (iii) the need for advice to be issued to police officers, in line with IPCC guidance, on their role in local resolutions and the need to (or not) comment on ‘agreed actions’; and (iv) the obligations of the Police Authority for dealing with complaints that are required to be referred to the Chief Constable for investigation.

The Committee also received an oral update from the PSD’s Principal Officer commenting on summaries of organisational learning from complaints investigations for the period 1 January 2011 to date.

RESOLVED: That

(1) the oral reports be received; and

(2) that the Deputy Chief Constable be asked to report back on his findings as regards (i) above to the next Committee meeting in July 2011.

126. ANTI-CORRUPTION POLICY AND PRACTICE CURRENT SUBJECTS OF INVESTIGATION

The Committee received a report of the Chief Constable giving details of police officers currently subject to investigations by the Anti-Corruption Unit, circulated to members and as set out in Appendix 10 to the signed minutes of this meeting.

The Committee welcomed the disclosure of this information, detailing recommendations made against the officers concerned.

RESOLVED:

That the report be received.

127. 2010/11 SUSPENDED POLICE OFFICERS AND MEMBERS OF SUPPORT STAFF

The Committee considered a report and oral update of the Chief Constable that advised on police officers and police staff who had been suspended from operational duties whilst investigations were being conducted during 2010/11, circulated to members and as set out in Appendix 11 to the signed minutes. One member of police support staff had subsequently resumed normal duties.

RESOLVED:

That the report be received.

128. 2010/11 MISCONDUCT HEARINGS

The Committee considered a report of the Chief Constable and oral update that advised that there had been two misconduct hearings during 2010/11 since the last meeting of the Committee in November 2010, circulated to members and as set out in Appendix 12 to the signed minutes.

A number of divisional misconduct meetings had been held during 2010/11, the outcomes of which were noted.

RESOLVED:

That the report be received.

Duration of meeting: The meeting commenced at 10.00am and concluded at 12.25pm.

A. BOWEN
Chair

Staffordshire Police Authority – 1 June 2011

POLICE AUTHORITY MEMBERS' LEAD ROLES AND CONFERENCES AND VISITS

Report of the Chief Executive

Purpose of Report

1. To report any issues arising from members undertaking lead roles on behalf of the Authority, and to report on attendance at Conferences.

Strategic Lead Roles

2. Members to report, as appropriate, on their lead roles as detailed below:

Association of Police Authorities (APA) Council	Chair and Vice-Chair of the Authority
Partnerships Assuring a Safer Staffordshire (PASS)	Chair and Vice-Chair of the Authority
Collaboration Arrangements, including membership of the Joint Committee	Chair and Vice-Chair of the Authority and Christina Jebb
Diversity	Frank Chapman, Rosemary Crawley and Hifsa Haroon-Iqbal
Hate Crime	Hifsa Haroon-Iqbal
Protecting Vulnerable People	Rosemary Crawley and Ian Parry

3. Members to consider a report from Rosemary Crawley, as shown in the **Appendix**, following her attendance, together with the Chair of the Authority and Hifsa Haroon-Iqbal, at Regional Human Rights Training on 11 February 2011, together with recommendations detailed at the bottom of page one of the Appendix.

Conferences, Courses and Training

4. Members to report, as appropriate, on conferences etc attended since the last full Authority meeting in February 2011.

Recommended:-

That the report on members' lead roles, conferences and visits be noted.

DAMON TAYLOR
Chief Executive

Human Rights and Policing

11 February 2011

A training event by the British Institute of Human Rights

The Police Service has a central role in protecting and respecting human rights and along with equality they are central to delivering effective policing.

The purpose of the training event was to:

- Explore the ideas behind human rights
- Understand how they are protected by international and domestic law.
- Establish how they relate to policing.

The training was delivered via a combination of small group discussions and plenary feedback, working through the following programme:

- An Introduction to the Human Rights Act 1998.
- An examination of key articles within the Act and identification of those that relate to policing. This included identification of the differences between absolute, qualified and limited rights.
- A detailed examination of the policing of protest
- The role of police authorities in monitoring human rights compliance.

It became clear that the policing of protest is an area that is particularly open to potential human rights violations. A case study examined for the purpose of the discussion highlighted the possible involvement of Human Rights Articles, 2, 5, 8, 9, 10 and 11.

Key Issues for Police Authorities

Human rights issues arise in a wide range of areas, but are particularly relevant in:

- Custody
- Public order training and strategy.
- Guidelines for policing small scale protests
- Police responses to domestic violence, harassment, protection of vulnerable people and hate crimes.
- Stop and search

Recommendations

1. That other members of the Authority undertake this training.
2. That we consider including human rights in the title of the EDJP
3. That we ensure that all of the areas identified are subject to regular scrutiny for human rights compliance.

David Pearsall

Hifsa Haroon-Iqbal

Rosemary Crawley

Staffordshire Police Authority – 1 June 2011

CONSULTATION WITH THE CHAIR

Report of the Chief Executive

Purpose of Report

1. To report to the Authority on matters on which the Chief Executive, in consultation with the Chair of the Authority, has approved actions due to the needs of urgency as detailed in no's. 2- 8 below.

Crossfields House, Cannock Road, Stafford

2. The Chair was consulted on the reduction in the sale price of this property following water damage sustained following a burst in the New Year.

NOTE: The legal formalities for the sale of this property were due to be completed by 31 March 2011. (PA 7/55/11)

Werrington Police House/Post

3. The Chair was consulted on declaring the above property surplus to operational requirements and being placed for sale on the open market.

NOTE: This property is now surplus to requirements as neighbourhood policing officers are operating from the new Cheadle Police Station. (PA 7/55/11)

New Local Policing Team (LPT) Arrangements

4. The Chair was consulted on approving link members to each of the new LPTs, operating Force-wide from 5 April 2011 to ensure that the new arrangements could be in place at the commencement of the new policing model.

NOTE: The new allocations supersede the previously agreed link members to the former Neighbourhood Policing Teams agreed by the Authority on 6 June 2010. (PA 7/55/11)

Superintendent's Insurance Premiums

5. The Chair was consulted on approving the formalisation of the payment of Superintendents Insurance premiums from the police fund, as set out in Home Office Circulars (HOC) 4/1998 and 43/2001.

NOTE: The HOCs provided guidance to police authorities on the provision of legal representation for police officers at risk of legal proceedings, with the offer of financial assistance being in the gift of the individual Authority concerned.

Historically in Staffordshire premiums for such legal protection have been discretionary for serving and retired members of the Superintendents Association. Approval was sought by the Chief Executive to formalise this arrangement whereby the insurance premiums for both serving and retired chief superintendents and superintendents are paid from the police fund, with effect from 2011/12. The cost of premiums in 2010/11 was £10,608 based on officer strength of 24. The predicted cost for 2011/12 was £8,840 based on approximately 20 officers in superintending ranks. (PA 7/04/08)

**Former Major Investigations Department Building,
Water Street, Newcastle-under-Lyme**

6. The Chair was consulted on declaring the above property surplus to operational requirements and being placed for sale on the open market. (PA 7/55/11)

Fees and Charges Handbook 2011/12

7. The Chair was consulted on approving the charges to be levied on external organisations by the Force from 1 April 2011 for the delivery of special policing services.

NOTE: There were no significant increases of charges being proposed for 2011/12 from those previously charged in 2010/11, with most increases being in line with ACPO guidance. A report on Fees and Charges will be presented to the Authority on 19 July 2011. (PA 7/55/11)

Force Property Rationalisation Programme

8. The Chair was consulted on approving that contract standing orders be waived to enable the property rationalisation programme to utilise local agents and advisors allowing efficiencies in obtaining competitive offers for properties surplus to operational requirements.

NOTE: This waiver has been agreed on the basis that the sale of properties, being part of a wider rationalisation programme, could be achieved for a significantly lower sum using local agents and advisors than through the formal framework agreement on an individual property basis. (PA 7/55/11)

**DAMON TAYLOR
Chief Executive**

Background documents: Non-published

Contact: Damon Taylor
Tel: (01785) 232242
Email: damon.taylor@staffordshire.pnn.police.uk

Staffordshire Police Authority – 1 June 2011

SEXUAL ASSAULT REFERRAL CENTRE

Report of the Chief Constable

The appendix to this report is not for publication as it contains information relating to financial or business affairs (Paragraph 3). The Author of this report considers that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Purpose of Report

1. To provide the Authority with an update on the costings of the Sexual Assault Referral Centre (SARC) at the Cobridge Community Health Centre and to consider the plans for the size of the unit.

Background

2. The report, attached as an appendix to this report, seeks the Authority's agreement on the options available regarding the number of examination facilities.

Recommended: That

- (1) the update on the costs of the project, be noted; and
- (2) the existing plans for examination units at the site, be confirmed.

**Mike Cunningham
Chief Constable**

Staffordshire Police Authority – 1 June 2011

**DISPOSAL OF FORMER POLICE HEADQUARTERS, CANNOCK ROAD,
STAFFORD**

Report of the Chief Constable

The appendix to this report is not for publication as it contains information relating to financial or business affairs (Paragraph 3). The Author of this report considers that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Purpose of the report

1. To update the Authority on the proposed timetable for the disposal of the former Police Headquarters, Cannock Road, Stafford.

Background

2. The Authority is seeking to dispose of approximately 16 acres of land which is situated on the junction of Cannock Road and Weeping Cross in Stafford. Residential planning permission has been sought and a resolution to grant has been received. The permission will be granted once the Section 106 agreement is in place.
3. The timing of the marketing exercise has been slightly delayed due to the completion of an OGC Tendering Exercise for the appointment of commercial estate agents. This exercise is now in its final stages. The marketing exercise is planned for the autumn of 2011 with a view to a final disposal in 2012.
4. The attached report sets out further details of the disposal exercise and seeks the Authority's views on the process to enable the marketing exercise to commence without delay.

Recommended: That

- (1) the report be noted; and
- (2) the timetable process for the marketing exercise and the appointment of professional agents to support the exercise be agreed.

**MIKE CUNNINGHAM
CHIEF CONSTABLE**

Contact: Debbie Tallent

Tel: (01785) 232651 Email: deborah.tallent@staffordshire.pnn.police.uk