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PERFORMANCE & RESOURCES COMMITTEE

Thursday 14 July 2011
10.00 am
Meeting Room, Police Authority Offices,
Weston Road, Stafford

Preview at 9.15am to 9.45am in the Chief Executive's Office for Chair/ACC Sawyers/ Paul Brindley/Damon Taylor/Theresa Miles/Jane Milgate

DAMON TAYLOR
Chief Executive
6 July 2011

AGENDA

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

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10.	REPORT OF LEAD MEMBERS	
	Performance – Leigh Gothard & Adrian Bowen	
	Finance – Adrian Bowen & Andrew Compton	
	Engagement & Consultation – Leigh Gothard	
	2012 Olympics – Andrew Compton, Philip Atkins & Chair of Audit	
	Communications (inc mobile data and IT) – Leigh Gothard	
	Protective Services – Chair & Vice Chair, Adrian Bowen & Hifsa Iqbal	
	IMPACT Project Board – Frank Chapman	
	Property – Philip Atkins, Adrian Bowen & Chair of Authority	
	Vehicles/Transport (including CMPG) – Andrew Compton & Gill Heath	
	Safer and Stronger Communities Strategy Group – Leigh Gothard	
11.	URGENT BUSINESS	
	In accordance with Standing Order 5.1 (xi), to consider any matters that the Chair determines are urgent.	

Staffordshire Police Authority

MINUTES OF THE MEETING OF THE PERFORMANCE AND RESOURCES COMMITTEE HELD ON MONDAY 11 APRIL 2011 AT WESTON ROAD, STAFFORD

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

F.A. Chapman
A.B. Compton

C.R. Jebb
D.M. Pearsall

Also in Attendance:

C.B. Edwards

Officers in attendance:

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

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

PART ONE

63. MINUTES

RESOLVED: That

- (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.

Arising: 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. CONSITUTION, DELEGATION AND TERMS OF REFERENCE

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 **Appendix 1** to the signed minutes of the meeting.

RESOLVED:

That the revised Terms of Reference be noted.

65. FORCE PERFORMANCE – ANNUAL REPORT 2010/11

The Assistant Chief Constable referred members to the data provided on Force Performance 2010/11 (**Appendix 2**) 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.

RESOLVED: 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. HMIC REPORT – FRONTLINE AND POLICE VISIBILITY

The Committee considered the HMIC Report – “Demanding Times – the front line and police visibility” and the Force response, copies attached as **Appendix 3**.

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.

RESOLVED: 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. INSPECTIONS

The Committee received an update on recent inspection activity, copy attached as **Appendix 4**.

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.

RESOLVED:

That the report be received and noted.

68. RESERVES AND BALANCES STRATEGY AND FINANCIAL TARGETS

The Committee considered the Treasurer's report which sought approval for the Reserves Strategy and Financial Targets 2011/12, copy attached as **Appendix 5**.

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.

RESOLVED: That

- (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. BENCHMARKING

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 **Appendix 6**.

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 **Appendix 7**. 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.

RESOLVED: 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. SCRUTINY OF PROTECTIVE SERVICES - FORENSICS AND MAJOR INVESTIGATIONS

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 **Appendix 8**.

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.

RESOLVED:

That the report be received and noted.

Duration of meeting: The meeting commenced at 10.30am and concluded at 12.55pm.

**E.L. GOTHARD, MBE
Chair**

Staffordshire Police Authority

MINUTES OF THE ENGAGEMENT AND CONSULTATION STRATEGY JOINT PANEL HELD ON WEDNESDAY 8 JUNE 2011

Garner, Mrs J.
Gothard, Mr. E.L.
Hayward, Mr. P.
Heath, Mrs C.G.

Also in attendance:

Miss. E. Astles – Authority Administrative Assistant
Mr D. Paxton – Deputy Chief Constable
Mrs. J. Milgate – Authority Administrator
Mr. A. Small – Consultation Co-ordinator PDT
Mr. D. Taylor - Chief Executive

Apology: Mr. D. M. Pearsall

PART ONE

1. APPOINTMENT OF CHAIR

Mrs. C.G. Heath nominated Mr. E L. Gothard as Chair of the Panel for the ensuing year and this was seconded by Mrs J. Garner.

RESOLVED

That Mr. E.L. Gothard be appointed as the Chair of the Panel for the period up to the dissolution of the Authority, currently scheduled for May 2012, or the next annual meeting of the Authority whichever is the sooner.

2. MINUTES

RESOLVED – That the minutes of the meeting held on 28 January 2011 be confirmed and signed by the Chair.

3. UPDATE ON FORCE AND AUTHORITY ENGAGEMENT PROGRAMME 2011/12

The Consultation Co-ordinator PDT presented his report which provided an overview of the key strands on engagement and consultation for 2011/12 and an update on headline data, copy report attached at Appendix 1.

Latest results from the Feeling the Difference survey showed that there were significant differences at LPT level both over time and between LPTs, on key policing measures and an analysis was being undertaken to establish why. The survey provided a clear insight into public priorities and it had emerged that although levels of crime and Anti-

social behaviour were consistently the most important indicators that somewhere is a good place to live, messages for partners suggested that the lack of facilities for young people was the biggest problem and that activities for teenagers was most in need of improving. It was recognised that any response to these findings could be usefully informed by the views of young people. A handout had been produced to illustrate the Youth Consultation Framework an explanation for which was provided, copy attached at Appendix 2.

Quality of Service Monitoring had revealed continuing high satisfaction levels into 2011/12 except for racist incidents, which was currently performing at 75%, and members questioned the reasons for this. It was anticipated that the new draft Hate Crime Policy would address this, the effectiveness of which would be monitored by the Force Strategic Equalities Steering Group.

March and April 2011's Citizens' Panel surveys had explored the themes of Police and Crime Commissioners (PCCs) and Neighbourhood Justice, the final report of which was pending. Members reviewed the results and paid particular attention to the findings in relation to PCC which showed that 85% of people would like more information. The Chief Executive felt that the Authority had a responsibility to inform the public, in a non-biased way, of the impending changes, and it was therefore agreed that the Authority would issue timely press releases and produce a simple fact sheet incorporating a "most frequently asked questions" section.

Members reviewed the findings of Citizen's Panel survey on Neighbourhood Justice and noted that 70% of people felt well informed about the work done by the police in their area compared with courts 18%; CPS 16%; probation 11% and Youth Offending Service 11%. In particular, members discussed the findings that 75% of those surveyed felt confident that the police were effective at catching criminals whereas only 17% felt that courts gave punishments that fit the crime and questioned the reasons for this. It was reported that initiatives such as Integrated Offender Management and Community Resolutions for local crimes could impact on public perceptions about the Criminal Justice System and adequate sentencing.

Members noted that there had been 1249 meetings open to the public across the Force between 1 January 2011 and 31 May 2011 and 5203 direct interactions with citizens via Citizen Contact Record (CCR). Evidence about local issues was readily available on the Citizen Focus Toolkit (CFT) and members were again encouraged to use this valuable resource. It was suggested that members might add value by questioning Local Policing Teams about community issues; how they are identified and dealt with; how satisfied communities were with the what was being done and what successes could be shared with colleagues. It was agreed that all new members would be offered training on the CFT to be facilitated by the Consultation Co-ordinator PDT.

RESOLVED: That

- (1) the report be received and noted;
- (2) the Force response to issues raised from consultation during 2011/12, be noted;
- (3) members utilise the questions, set out in paragraph 15 of the report, to help inform them of the key issues impacting on the community in their regular meetings with LPT commanders;

- (4) the Authority initiate a communication programme to inform the public of the proposals for the replacement of police authorities by Police and Crime Commissioners in May 2012.

4. DATE OF NEXT MEETING

Members noted that the meeting of the Engagement and Consultation Strategy Joint Panel arranged for 14 September 2011 had been cancelled as it clashed with the Selection Process for the Assistant Chief Constable post. Members agreed that a meeting was needed during September 2011 and this would be arranged by the Authority Secretariat.

RESOLVED:

That an alternative date for the Panel to meet during September 2011 be arranged.

Duration of meeting: The meeting commenced at 10.00am and concluded at 11.30am.

**E.L GOTHARD
CHAIR**

Staffordshire Police Authority

Performance and Resources Committee – 14 July 2011

MINUTES OF THE FINANCE PANEL HELD ON MONDAY 4 JULY 2011 AT POLICE HEADQUARTERS, STAFFORD

Present: D.M. Pearsall (Chair)

A. Bowen

E.L. Gothard, MBE

A.B. Compton, MBE

Also in Attendance:

Suzanne Birchall - Head of Financial and Support Services

Paul Brindley – Treasurer

Alyson Holmes – Police Authority Principal Officer

Graham Liddiard - Director of Resources

Phil Lovell – Head of Technology Department and Regional IS/IT Lead

Damon Taylor – Chief Executive

1. MINUTES

RESOLVED

That the minutes of the Capital Resources Strategy Panel held on 13 January 2011 be confirmed and signed by the Chair.

2. TERMS OF REFERENCE

The Panel considered a report of the Chief Executive advising that the Panel'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 recommended that the Panel undertake detailed scrutiny of the budget and the budget planning cycle, being of great importance given the difficult financial climate forecast for the medium term. A change in its designation was also recommended.

The Treasurer advised on the most recent medium term financial strategy update for 2010/2/17 that was to be reported to the Authority on 19 July 2011. This detailed the forecast cost reductions for the current and next four financial years, together with built in assumptions around a two-year pay freeze from September 2011, inflation levels of between 2% and 3% and an increase in Council Tax of 2.5% 2012/13 onwards.

RESOLVED:

That the revised terms of reference for the Finance Panel be agreed.

REPORTING FORCE GROUPS

3. IS/IT STEERING COMMITTEE

The Head of Technology Services presented a review of the IS/IT projects proposed for 2012/13, agreed by the Steering Committee in January 2011, having a capital value of £2.54m (Appendix 1 to the signed minutes of this meeting).

The IS/IT Programme consisted of four main projects, including SPIN changes (the introduction of a new intelligence system) and an Integrated Offender Management system: both of which were a high business priority area. The Programme had deliberately been agreed at a reduced level when compared to previous years to enable the Technology Department to undertake internal Force IS/IT developments associated with the restructuring of the organisation. It was noted that the changing structure and physical localities of Force teams and departments was having a large impact on the provision of an effective wide area network supply.

RESOLVED:

That the minutes of the IS/IT meeting held on 31 January 2011 (Appendix 2 to the signed minutes of this meeting) be received and noted.

4. FORCE PROPERTY STRATEGY GROUP

The Director of Resources advised that the one action arising from the Property Strategy Group meeting held on 19 May 2011 had been actioned, with the Authority agreeing to the revised timetable for the marketing of the former Headquarters site, (Appendix 2 to the signed minutes of the meeting) and advised that the Group had met again on the afternoon of 1 July 2011.

The new Estates and Facilities Team was now working together to progress the ongoing property projects contained in the agreed Property Strategy and realise reduce costs by supporting the operational business of the Force through a rationalised estate. A strategic view to property maintenance was progressing, with a view to the disposal of old buildings in favour of collaborative arrangements with partners, especially around front-counter provision. It was confirmed that the Force was in dialogue with the County Council to enable joint marketing exercises to take place where surplus adjoining sites existed.

The Panel received tabled copies of the June 2011 Property Project Update that had been sent to all Authority members for their information. In response to concerns raised, it was accepted that this update could have been more reflective of the current state of play in respect of some projects. The Chief Executive advised that effective governance arrangements on estates issues was paramount, where a clear audit trail of decision-making was evidenced. The continued distribution of monthly updates was agreed as a mechanism for keeping members up to date of progress on individual projects.

RESOLVED

That the actions from the Force Property Strategy Group meeting held on 19 May 2011 be received and noted.

5. TRANSPORT STRATEGY AND POLICY GROUP

It was reported that the Transport Strategy and Policy Group not met formally since November 2010 and the Chair of the Authority expressed his concern the lack of information available on transport issues. The Head of Financial and Support Services advised of the changes affecting the Transport Department, not least the retirement of its former Head, changes to reporting arrangements internally within the Force, the award of a new national contract for police vehicle provision and the commencement of a joint review of transport provision with the County Council.

The Lead Member for transport expressed disappointment that he had not been updated on such pertinent issues as they arose. The need for the Transport Manager to keep Lead Authority members 'in the loop' was reiterated and the date of the next Group meeting of 19 August 2011 was noted. The minutes of this meeting would be considered by the Panel on 3 October 2011.

6. REVENUE MONITORING

The Panel considered reports relating to the Authority's revenue budget 2011/12, including (i) 2011/12 Outturn Forecast by Category of Spend and Variance; (ii) Actual v Budget Glide Path; and (iii) a summary of the perceived financial implications of the Winsor and Hutton reviews; circulated to members and as set out in Appendices 3 to 5 to the signed minutes of this meeting.

The Treasurer reminded members of the deliberations at the Authority's annual meeting on 1 June 2011 on the revenue budget update for 2011/12 and the Director of Resources advised that forecasts were built around assumptions that may change during the year. The Panel discussed each of the above reports in turn, noting the main indicators each depicted, as summarised below:

- The main variances on the 2011/12 budget as at mid-June 2011, showing a saving of £2m, related in the main to police officer pay, with a higher turnover than budgeted due to the implementation of the A19 Regulation: agreed by the Authority in February 2011;
- Redundancy costs were to be met from the 'Restructuring Provision' and/or the new 'Reshaping the Force Reserve' with Authority approval;
- There was a likely to be a overspend on the vehicle hire budget during the year, due to the phased removal of previously agreed devolved arrangements;
- The business process review work ongoing would help in creating further efficiencies to plug the gap shown on the glide path;
- The potential implications of the Hutton and Winsor reviews, assuming an implementation date of 1 September 2011, could save the Authority in excess of £3m annually, based on today's costings. These were to be accrued from the removal of weekend enhancements for police staff; the freezing of all increments; and savings from overtime payments.

Members discussed the outcome of the Force restructuring and whether specific pressure points within the organisation had been identified. It was noted that not all changes agreed through the Communities First Programme had yet to be implemented and so a complete picture was not yet known. A tight review of management information

from all local policing teams and departments was in train to identify any problem areas early to allow remedial action to be taken before front-line delivery was impacted upon.

The perceived merits and disadvantages of outsourcing were debated, with particular focus on the experiences of other forces and local authorities. It was considered that all core business activities could best be managed in-house, although the drive for further efficiencies would continue.

The current mechanisms employed by the Authority to scrutinise and challenge operational efficiency at a time of reducing officer and staff numbers was discussed.

The Chief Executive re-emphasised the important role of individual members of the Authority in questioning and challenging decisions made at the local level by regular meetings with their local policing team inspectors and attendance at quarterly performance review meetings.

The likely affects of the Winsor Review on pension payments prompted a full discussion on the monitoring of overtime within the Force, which were reducing as compared to previous years. The Head of Financial and Support Services advised of the current management information captured in respect of overtime worked by both police officers and staff and reassured the Chair that the figures were fully checked, with reference to reports from Force managers on their respective teams/departments. The Chair requested a report to the next Panel meeting in October 2011 highlighting overtime trends and work in hand to monitor overtime working. It was noted that a glide path existed for overtime that could be shared with the Panel for further discussion. The Treasurer advised that overtime linked into untaken leave and accrued time off in lieu and that information on this issue could add context to the report.

The Director of Resources advised that a report on income generation streams being actioned and planned by the Force would also be subject of a report to the next meeting.

The Chair sought clarity on the current level of reserves held by the Authority, which remained at an acceptable level, and asked that a discussion item on the use of such monies would also be beneficial as the Authority's reserves were a record of public record.

RESOLVED: That

(1) the reports on the 2011/12 outturn forecast; progress against officer glide path; pay and non-pay forecasts; overtime budget; and the financial implications of the Winsor and Hutton reviews, be noted ; and

(2) the Panel consider reports on

- the monitoring of overtime payments
- income generation proposals and
- the use of reserves

at its next meeting on 3 October 2011.

7. TREASURY MANAGEMENT REPORT FOR THE YEAR ENDED 31 MARCH 2011

The Panel considered a report of the Treasurer, and an oral update, reviewing the Authority's Treasury Management activities for the year ended 31 March 2011, including the prudential indicators outturn detailed in the report, circulated to members and as set out in Appendix 6 to the signed minutes of this meeting.

The Panel considered, in particular, the reduced Approved Lending List detailed at Appendix 3 to the report, discussing in detail the options available to the Authority to maximise its investments that were to rise substantially within the coming months. The Panel's deliberations served to highlight the difficult treasury management decisions being faced by police authorities, and indeed other public sector bodies, at the current time.

RESOLVED: That

(1) the Treasury Management Activities and the Prudential Indicators outturn for the year ended 31 March 2011 be noted; and

(2) the implications of a reduced Approved Lending List be noted.

Duration of Meeting: The meeting commenced at 10.00am and concluded at 11.55am.

D.M. PEARSALL
Chair

STAFFORDSHIRE POLICE AUTHORITY

Performance and Resources Committee – 14 July 2011

NOMINATION TO THE EQUALITY AND DIVERSITY JOINT PANEL

Report of the Chief Executive

PURPOSE OF REPORT

1. To appoint a nominee to the Equality and Diversity Joint Panel (EDJP) for the ensuing year.

BACKGROUND

2. The EDJP consists of five Authority Members (one nominee from each of the Authority's Committees – as set out below), an Executive Officer of the Force (usually the Assistant Chief Constable (Operations and Crime)) and other relevant staff of the Authority and the Force. Additional individuals are invited to serve by the Panel who are able, by reason of their specialist knowledge, expertise or experience, to contribute to the Panel's and the Authority's understanding of, or deliberations on, equality and diversity matters.

- Frank Chapman (nominee from the Performance & Resources Committee although no longer a member of this Committee)
- Rosemary Crawley (nominee from the Audit Committee)
- Christine Edwards (nominee from the Human Resources Committee)
- Gill Heath (nominee from the Volunteers Committee)
- Hifsa Haroon-Iqbal (nominee from the Professional Standards Committee)

RECOMMEND:

That the Committee consider a nominee to serve on the Panel for the period up to the dissolution of the Authority currently scheduled for May 2012, or the next annual meeting of the Authority, whichever is the sooner.

DAMON TAYLOR
Chief Executive

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

Staffordshire Police Authority

Performance & Resources Committee – 14 July 2011

INSPECTIONS UPDATE

Report of the Chief Constable

Purpose of the Report

1. To inform and update committee members on inspection and audit activity.

Background

2. Inspection is set as a standing agenda item for the Performance and Resources Committee. The inspection briefing sheet gives an overview of results and outcomes of recent activity and also details forthcoming inspections. Where available specific inspection reports will also be included.

RECOMMENDED: That

- (1) the report be received and noted;
- (2) the Committee consider what further work it requires to be undertaken to respond to any issues arising from the report (no specific issues currently raised)

MIKE CUNNINGHAM
Chief Constable

Contact:

Theresa Miles
Deputy Head of Corporate Services (01785 232462)



PERFORMANCE AND RESOURCES COMMITTEE
14TH July 2011
INSPECTION BRIEFING SHEET
Agenda Item 6



ACTIVITY FOLLOWING LAST PERFORMANCE AND RESOURCES MEETING (11 April 2011)	
Area Under Scrutiny	Result / Outcome
<p>1 Use of Covert Surveillance Activity W/B 4 April 2011</p>	<p>On 28 July the Surveillance Commissioner Sir William Gage will be visiting the force to provide feedback to the Chief Constable on the findings of the OSC inspection April 2011. The Commissioner will also meet with other key members of staff involved in covert policing. An action plan in response to the inspection has been prepared and forwarded to the OSC in readiness for this visit. The Force lead for this area of business is Detective Superintendent Martin Evans.</p>
<p>2 HMIC Valuing the Police Inspection 15 and 16 February 2011</p>	<p>Following a letter from HMIC dated 28 June 2011, forces have been made aware that HMIC are now in the final stages of factual accuracy checks of force draft reports. Following this the intention is to publish two products during July 2011:</p> <ol style="list-style-type: none"> 1. A thematic report on the overall preparedness of the service in England and Wales 2. A short public facing summary for every force / authority <p>Therefore the circulation of a finalised report for the force will be available for the next Authority meeting following publication later this month.</p>
<p>3 Review of Strategic Risk Management 23 March 2011</p>	<p>A draft report was received by the force and presented to the force strategic risk management group (RMG) 12 May 2011. A management response has been submitted back to the auditors and an action plan created on force action plan system – all actions have been completed by end of June 2011.</p>
<p>4 HMIC Collaboration Support and Challenge Meeting (23 June 2011)</p>	<p>A joint meeting of Staffordshire Police and Staffordshire Police Authority and West Midlands Police and West Midlands Police Authority was held to outline current and future collaborative arrangements. A follow up letter outlining HMIC's initial findings is expected early July 2011.</p>

FORTHCOMING ACTIVITY		
Area Under Scrutiny		Description of Activity
1	HMIC Collaboration Support and Challenge (23 rd June 2011)	Forces now await details of the next phase of this review.
2	HMIC Data Quality Review of Incident and Crime Data Date to be confirmed (October 2011)	No further update since April 2011 This inspection is part of the risk based inspection programme to assess the quality of crime and incident data and the management arrangements in place to ensure it assurance. It will specifically focus upon the conversion of incidents to crimes; the quality of investigations; contact with victims and no crimes. As can be noted from item 2 above, Staffordshire has already been part of the pilot process and will use the feedback information received to prepare for the formal activity to take place later this year, the date will be notified 3 weeks beforehand.
3	Serial Rape and Suspect and Defendant Management Date to be confirmed	Further information awaited.

STAFFORDSHIRE POLICE AUTHORITY

Performance and Resources Committee – 14 July 2011

**BENCHMARKING: REVIEW OF ESSENTIAL USERS ALLOWANCE AND
MILEAGE CLAIMS**

Report of the Chief Constable

Purpose of the Report

1. To provide an update to the Committee regarding the review of officers eligible for the Essential Car Users Allowance.

Background

2. As part of the work undertaken by the Communities First Work Packages, a review of all posts in the force in receipt of Essential Car User allowance was conducted following approval of the revised structures at the chief officers management Meeting.
3. The review was to establish the continued requirement for posts to receive the allowance by reference to the criteria set out in the essential Car Users Allowance Guidance, focussing on an operational necessity.

Review of Essential Car Users

4. The review identified several roles which had undergone significant changes in responsibility and duties which would impact upon the necessity to undertake mileage in personal vehicles. As part of the review, the allocation of fleet vehicles was also considered and a redistribution of fleet vehicles throughout departments across the force was addressed.
5. The Committee on 19 January 2011 documented that there were 126 essential car users in the force. As a result of the review undertaken, the number of individuals in receipt of essential car users allowance has reduced to 87 as at 1 June 2011, resulting in an annual saving of £44,457.00. It is anticipated that this figure will be further reduced once all of the work packages have been finalised and reviewed the necessity for this allowance.

Recommended:

That the Committee note the report.

Graham Liddiard
Director of Resources

Contact: Caroline Coombe
Tel: 01785 232562

Staffordshire Police Authority

Performance and Resources Committee– 14 July 2011

TREASURY MANAGEMENT REPORT FOR THE YEAR ENDED
31 MARCH 2011

Report of the Treasurer

Purpose of Report

1. To review the Police Authority's (the "Authority") Treasury Management activities for the year ended 31 March 2011 including the Prudential Indicators outturn.

Summary

2. This report provides a summary of the Authority's Treasury Management activities for 2010/11. It considers both borrowing and investment decisions taken throughout the year in the light of the interest rates and economic conditions prevailing at the time.

Introduction

3. At their meeting on 10 February 2010, the Authority adopted the revised CIPFA Code of Practice for Treasury Management in the Public Services ("the Code").
4. This report fulfils one of the requirements of the Code in reporting details of Treasury Management activities for the 12-month period ended 31 March 2011.
5. These activities took place against a background of continuing difficult economic conditions and significant world events. In 2010/11 the Monetary Policy Committee (MPC) continued to focus on helping the economy to recover from a recession in the UK. Their actions and the impact this had on the investments and debt held by the Authority are detailed in the report that follows.

Longer Term Borrowing 2010/11

6. The Treasury Management Strategy Report for 2010/11, approved by the Authority on 10 February 2010, outlined the long term borrowing strategy for the year. This was as follows:
7. "...allow a proportion of the borrowing needed to take place in year because of the large amount of debt that the Authority requires over a short period of time. For practical reasons it is suggested that this decision be delegated to the Treasurer."
8. In line with this, £2m of borrowing was completed and this is described below with the details for all loans shown at **Appendix 1**.
9. Public Works Loan Board (PWLB) interest rates vary daily, reflecting changes in Gilt yields in the UK Government bond market. The following table provides a summary of key interest rates at the end of each quarter and the high and low for the year.

PWLB Interest Rates - Maturity Loans

	<i>low</i>	<i>high</i>	30.06.10	30.09.10	31.12.10	31.03.11
	%	%	%	%	%	%
5 year maturity	1.97	4.01	2.45	2.04	3.51	3.74
10 year maturity	3.13	5.06	3.62	3.22	4.65	4.78
20 year maturity	3.83	5.51	4.23	3.88	5.19	5.28
30 year maturity	3.94	5.56	4.29	4.01	5.24	5.31
40 year maturity	3.93	5.52	4.27	4.03	5.20	5.27
50 year maturity	3.92	5.48	4.26	4.02	5.16	5.24

10. As reported in the Treasury Strategy report for 2011/12 (19 January 2011), PWLB interest rates are now much higher than in the past following action by the Government to increase the margin to 1.00% above the Government's cost of borrowing, from around 0.125%. This change took place, without any notice, on the 20 October 2010. Variations in most PWLB rates have been distorted by this decision.
11. Gilt yields, which drive PWLB interest rates, fell in the earlier part of the year as the markets took comfort from the coalition Government's action to reduce the national debt burden in the UK. These falls were reversed later in the year as market sentiment changed in reaction to rising inflation expectations.
12. In the background a developing sovereign debt crisis in the Eurozone also affected yields as Greece, Ireland and Portugal were all forced to seek assistance; investors saw UK Gilts as a safe haven.
13. In the future the unwinding or continuation of the Government's quantitative easing programme will also affect yields, but it is not known how or when this will happen.
14. A disparity of expectations on domestic economic growth and inflation encouraged a wide range of views on the timing of the start of increases in Bank Rate varying from May 2011 through to early 2013. However, by March 2011, slowing actual growth, together with weak prospects, saw consensus expectations of the first rise move back from May to the autumn of 2011 despite high inflation.
15. Against this background three loans totalling £1.5m were taken in May at up to 10 years in duration, with an average rate of 3.74%. And a further loan for £0.5m was taken in July, again for less than 10 years at a rate of 3.26%. These loans have proven to be very good value for money in the light of the increase in PWLB margin mentioned previously.
16. After taking the £2m of new loans into account, this left just over £1.2m of borrowing being funded internally from cash balances, this is summarised in the table below.

	£m	% of Total
PWLB Fixed Maturity Loans	45.500	97
Internal Funding From Cash	1.218	3
Total Debt Position	46.718	100

17. At 31 March 2011, the Authority's outstanding loans were £45.500m. These are secured on a long-term basis with a weighted average rate of interest of 4.29% as compared to 4.38% in 2009/10 (CIPFA benchmarking for local authorities 4.90% on average in 2010/11).

18. Holding a high proportion of fixed term loans with the PWLB ensures future budget certainty; the uncertainty often created by variations in short-term interest rates is avoided. The other side of this is the risk of future falls in long-term interest rates; if these occur they may make the fixed debt expensive relatively.
19. A graph illustrating the maturity profile of loans and the debt that is internally funded from cash balances is provided at **Appendix 2**.

Loan Rescheduling

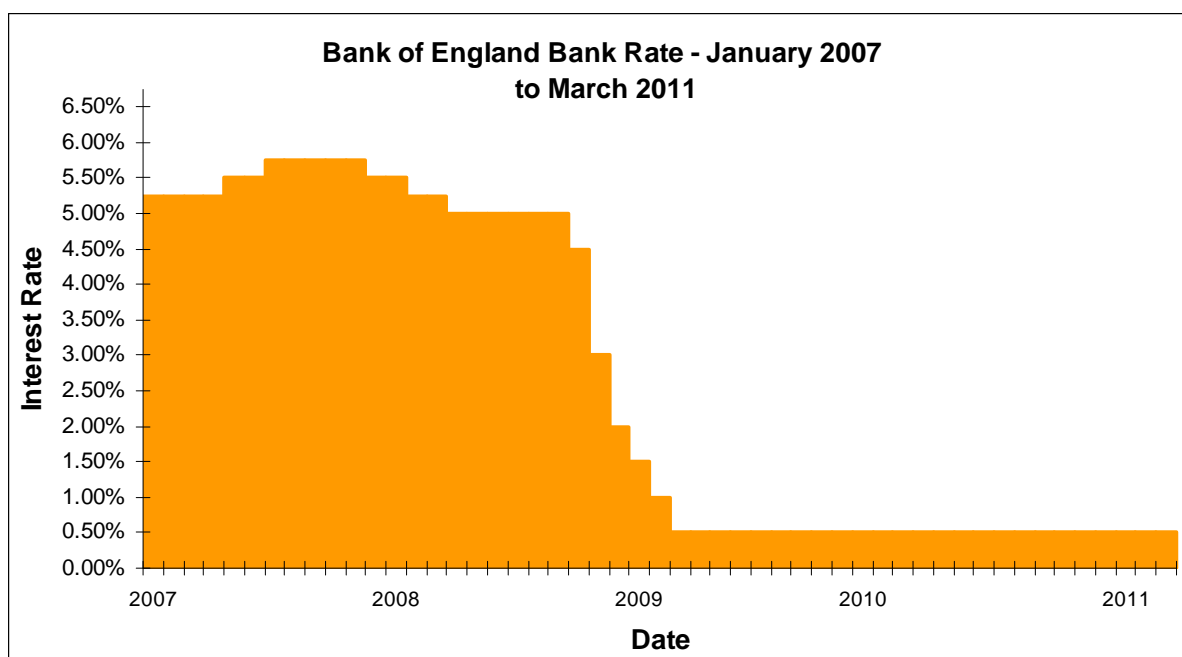
20. Penalties payable upon the early repayment of loans meant that opportunities for loan rescheduling did not arise in 2010/11.

Annual Provision for Principal Repayments (Minimum Revenue Provision)

21. Under the Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2008, local authorities are given some flexibility in making an annual revenue provision for the repayment of debt.
22. For 2010/11 it is proposed that £1.629m be applied to repay short life debts.

Investment Money Market Transactions 2010/11

23. Surplus cash is monitored daily and is invested in the money market to earn interest. These investment transactions are made with major financial institutions that carry high credit ratings to protect the Authority's money from the risk of loss. All investments must also comply with the Local Authorities (Capital Finance and Accounting) Regulations 2008 which ensure that authorities cannot 'speculate' with public funds. For example, authorities cannot invest in the Stock Market.
24. The Approved Investment Strategy (AIS) for 2010/11 (approved on the 10 February 2010) was to follow a low-risk investment approach. At the time there were considered to be significant risks to the economic recovery with a volatile financial environment. As a result and after taking account of the regulatory framework set by the Government the Authority was to make investments to the following:
- With the UK Government directly (i.e. the Debt Management Account Deposit Facility - DMADF);
 - A "AAA" diversified sterling Money Market Funds with same day access;
 - Banks that had the support of the UK Government through the "bail out package" announced in October 2008 (maximum 3 months duration);
 - The Authority's banker the Co-operative Bank (maximum 1 week duration).
25. The graph below illustrates the extraordinary situation of short-term interest rates over the last few years; bank rate has now been at 0.50% since March 2009. Taken together with a risk-averse lending policy, this inevitably depresses the income earned on investment balances.



26. The table below summarises temporary investment transactions during the year; further details are shown in **Appendix 1**.

	2009/10	2010/11
Transactions in year	£1,048.282 million	£829.054 million
Interest Receipts	£0.199 million	£0.173 million
Average return on investments	0.60%	0.59%
7 day LIBID Benchmark	0.42%	0.43%
Additional return generated	0.18%	0.16%

27. A policy of internal funding has led to a fall in cash balances; as a consequence there has been a fall in cash interest receipts. However, as reported in the most recent treasury strategy report use of cash in this way is, overall, a low-risk and low cost strategy.

28. Approved investments at 31 March 2011, stood at £19.520m (£23.988m at 31 March 10) and can be analysed as follows by period:

Period	Amount
	£m
1 week	3.500
Money Market Fund (MMF)	4.600
Call Account	10.000
Overnight	1.420
Total	19.520

And by counterparty below:

Counterparty	Amount
	£m
Co-operative Bank	1.420
UK Government DMADF	3.500
Lloyds Banking Group Call Account	5.000
NatWest Bank Call Account	5.000
Standard Life MMF	4.600
Total	19.520

Approved Lending List (the "List")

29. The general credit rating criteria for determining those institutions that should be included on the List are set out in the Treasury Policy Document. Based on a combination of two different sets of credit ratings, they reflect the approach used by the Authority's Treasury Management advisors Sector Treasury Services Limited.
30. However, as a response to market turmoil a more restrictive approach was taken in 2010/11. Counterparties had a low and uniform investment limit of £5 million and a low durational limit of 3 months with the exception of the Co-operative Bank who were used for short term deposits up to a week only and the DMADF account with the UK Government which had a 6 month limit and an open-ended investment limit.
31. Going forward and as set out in the treasury strategy for 2011/12 the Authority has adopted the Sector creditworthiness service and the list shown at **Appendix 3** reflects this new policy.

Compliance with Treasury Limits

32. It can be certified that, during 2010/11:
- (i) all transactions were undertaken by authorised officers and within the limits approved by the Authority;
 - (ii) all investments were to counterparties on the Approved Lending List current at the time and fully met the requirements of the Local Authorities (Capital Finance and Accounting) Regulations 2008; and
 - (iii) the Authority operated within the treasury limits and Prudential Indicators set out in the Treasury Management Practices and Annual Treasury Strategy Statement. The outturn for the Prudential Indicators is shown in **Appendix 4**.

Recommended:

33. That the Treasury Management activities and the Prudential Indicators outturn for the year ended 31 March 2011 be noted.
34. That the Authority approves the use of the Minimum Revenue Provision at 31 March 2011 as set out in paragraph 6.2.

Paul Brindley
Treasurer to the Authority

Contact Name - Chris Gibbs 01785 276331

Background Documents

1. Local Authorities (Capital Finance and Accounting (Amendment) (England) Regulations 2008)
2. Prudential Code for Capital Finance in Local Authorities (CIPFA 2009)
3. Treasury Management in the Public Services: Code of Practice (CIPFA 2009)
4. Local Government Investments - Guidance under Section 15(1) of the Local Government Act 2003 issued by the Secretary of State (2010)

Performance and Resources Committee - 14 July 2011**Summary of long term loan transactions 2010/11**

	Number	£
PWLB Loans Repaid - Maturity	0	0
PWLB Loans Raised - Maturity	4	2,000,000
Total transactions		<u>2,000,000</u>

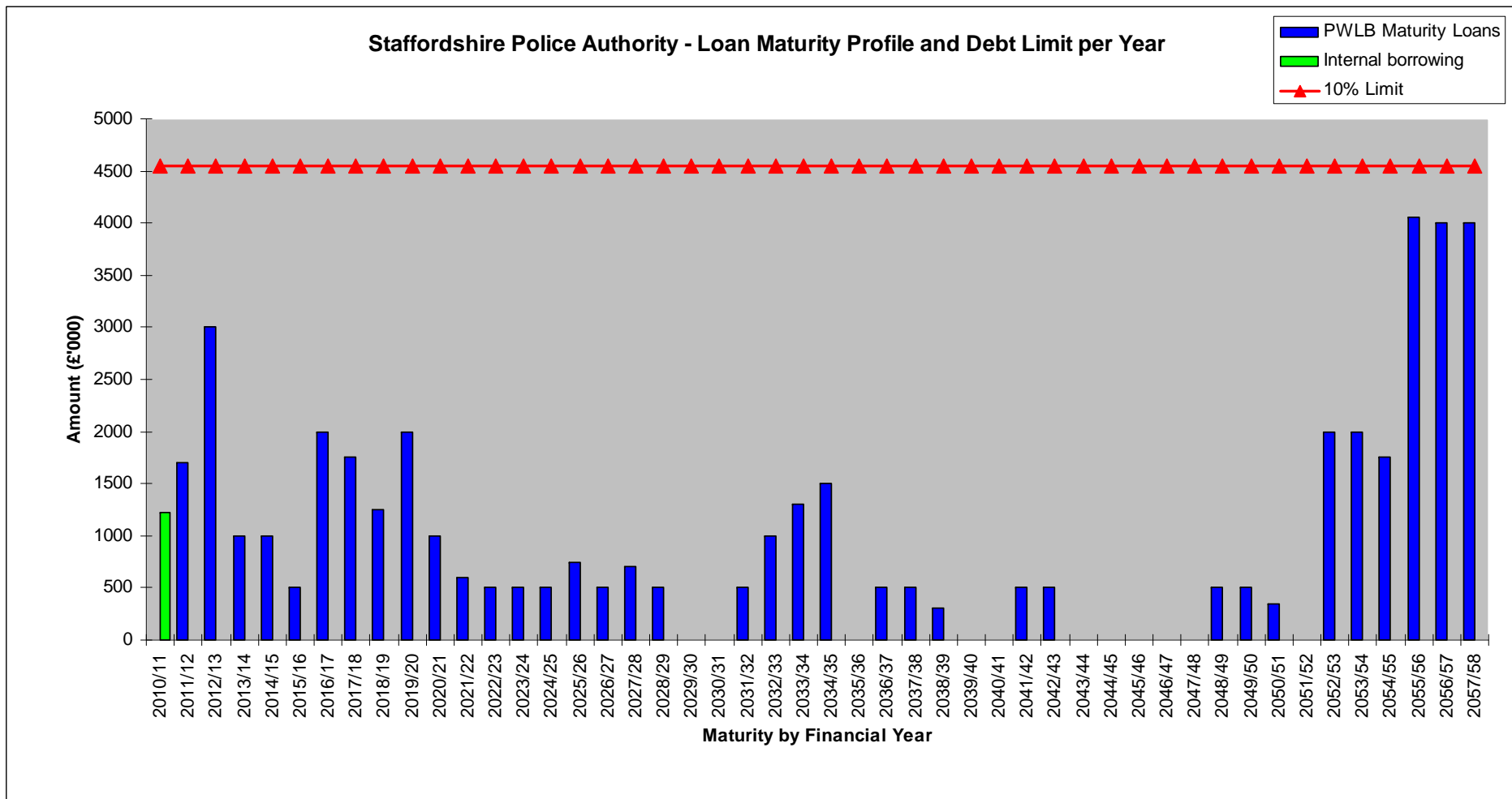
Long term loans raised in 2010/11

Amount £	Number of years	Date loan taken	Redemption date	Interest rate %	Type
500,000	10.0	14/05/2010	20/02/2020	4.0000	Fixed maturity
500,000	8.0	19/05/2010	20/02/2018	3.5400	Fixed maturity
500,000	9.8	28/05/2010	20/02/2020	3.6700	Fixed maturity
500,000	8.5	06/07/2010	20/08/2018	3.2600	Fixed maturity
<u>2,000,000</u>					

Summary of temporary loan and investments transactions 2010/11

	<u>Number</u>	<u>Value</u> £m
Temporary Loans Raised	0	0.000
Temporary Loans Repaid	0	0.000
Investments Made	292	412.293
Investments Repaid	282	416.761
Total transactions		<u>829.054</u>

Average Daily Investment Balances	£	29,375,290
Gross Interest Receipts		172,985
Average Rate of Return		0.59 %
Average 7 Day LIBID Rate		0.43 %
(as per Sector Treasury Services)		



Performance and Resources Committee - 14 July 2011**Approved Lending List****UK Government Deposits with the Debt Management Office
with No Maximum Investment Limit and a Maximum Investment Period of 6 Months**

Debt Management Account Deposit Facility (DMADF)

**Money Market Funds (i.e. a collective investment scheme as defined in SI 2004 No 534)
with a Maximum Investment Limit of £5m (Same Day Instant Access)**

Not in use - currently under review

**Institutions with a Maximum Investment Limit of £5m and a
Maximum Investment Period as Shown (at June 2011)**

	Period
Barclays Bank plc	6 months
HSBC plc	12 months
Nationwide Building Society – under review	n/a
NatWest Bank/ Royal Bank of Scotland	Call only
Lloyds Banking Group (includes Bank of Scotland)	Call only
Non charge capped UK Local Authorities	12 months

**Institutions with a Maximum Investment Limit of £5m and a Maximum Investment
Period of 1 Week**

Co-operative Bank plc

Changes to the List since the Treasury Strategy Report (19 January 2011)

Adoption of Sector Creditworthiness Service from 1 April 2011.

Nationwide under review, and use of call accounts only for RBS Group and Lloyds Banking Group as a result of Moody's rating review - May 2011.

Standard Life MMF transferred to new provider and use suspended pending full review.

Performance and Resources Committee – 14 July 2011

Prudential Indicators for Treasury Management

Indicator	Original 2010/11	Position at 31/03/11	
1.CIPFA Code of Practice for Treasury Management in the Public Services	The Authority has adopted the CIPFA Code of Practice on Treasury Management.		
<i>This indicator identifies whether an authority has adopted CIPFA's Code of Practice for Treasury Management in the Public Services.</i>			
2. External Debt			
a. Authorised Limit	£80.200m	£45.500m	
b. Operational Boundary	£77.200m	£45.500m	
c. External Debt	£52.800m	£45.500m	
<i>This indicator identifies two limits in relation to external debt. The Authorised Limit is the maximum level of external borrowing which should not be exceeded. It is linked to the estimated level of borrowing assumed in the Capital Programme.</i>			
<i>The Operational Boundary represents the Treasurer's estimate of the day to day limit for Treasury Management activity based on the most likely i.e. prudent but not worst case scenario.</i>			
3.Interest Rate Exposures			
a. Upper Limit (Fixed)			
Borrowing	100%	100%	
Investments	0%	0%	
b. Upper Limit (Variable)			
Borrowing	20%	0%	
Investments	100%	100%	
<i>Upper limits of fixed and variable borrowing and investments are required to be set. This limits the Police Authority's exposure to both fixed and variable interest rate movements as part of the overall risk management strategy for Treasury Management activities.</i>			
4.Maturity Structure of Borrowing	Upper Limit	Lower Limit	
Under 12 months	10%	0%	0.00%
12 months and within 24 months	10%	0%	3.74%
24 months and within 5 years	30%	0%	10.99%
5 years and within 10 years	50%	0%	16.48%
10 years and above	100%	25%	68.79%
<i>This indicator identifies the amount of debt maturing in specified periods. The overarching principle is that steps should be taken from a risk management point of view to limit exposure to significant refinancing risk in any short period of time.</i>			
<i>The Police Authority currently applies the prudent practice of ensuring that no more than 10% of its total gross fixed rate debt matures in any one financial year.</i>			
5.Upper limit for total principal sums invested for over 364 days (per maturity date)	£	£	
<i>Any investments made for over 364 days will be in accordance with the Authority's limits on non specified investments.</i>	nil	nil	

Staffordshire Police Authority

Performance and Resources Committee 14 July 2011

PARTNERSHIPS ACTIVITY- ANNUAL UPDATE 2010/11

Report of the Chief Constable

Purpose of the Report

1. To update the Committee on partnership activity during 2010/11.

Background

2. A report on historic partnership activity is required on a 12 month basis, to provide a brief outline of completed activities for the previous year, with details of priorities for the forthcoming 12 month period.

Staffordshire Safer and Stronger Communities Partnership 2010/11 End of Year Performance Summary

3. The Staffordshire Observatory has prepared the end of year county performance against National Performance Indicators to the end of 2010/11, a number of which are now obsolete (attached at Appendix 1).
4. Countywide performance in these categories is positive, with more people feeling they are able to influence decisions in the majority of district areas.
5. NI21, dealing with concerns about crime and anti-social behaviour (ASB) is no longer measured. Countywide satisfaction with response to crime at the end of the financial year to April 2011 reached 90%, and 87% for response to reported incidents of ASB.
6. Incidents of serious acquisitive crime in the county area were under target for the 12 month period, with significant partnership initiatives planned for pilot areas in Lichfield and Cannock during 2011/12, through use of Smartwater. Best practice from these areas will be shared with colleagues across the force area.
7. Reported incidents of domestic abuse were below target at 16.8% and following a forcewide review of domestic violence, partnership working in this area is ongoing through a more collaborative approach to the provision of services.
8. Violent crime in all categories was below target for the 12 months to the end of the 31 March 2011, within the county.
9. Incidents of substance misuse and re-offending showed positive results to the end of the financial year. The 'Chase' Integrated Offender Management (IOM) pilot programme is now being widened across the force area following the success in the pilot area.

10. Road Safety figures continue in a positive vein with ongoing work through the Road Safety Joint Operations Group (JOG) now closely linked to a co-ordinated approach through Staffordshire Police Local Partnership Managers and LPT Commanders.

Restructuring of Partnership Activities

11. Partnership activities within Staffordshire Police have been restructured following the Communities First Review. Adopting a corporate approach, a Partnership Manager is being placed at each LPT and line managed by the LPT Commander, to support the development of localised activities within a corporate framework.
12. A Force Partnerships Co-ordinator is now in place and working as part of the County Community Safety Team to provide corporate support and co-ordinate cross-partnership working across LPT areas, to develop best practice and value for money services.
13. Reviews of the recently produced Internal Audit of Police Partnerships and the Communities First ODRL recommendations are being considered as part of ongoing activities.
14. Local partnerships have streamlined functions and processes and the Safer and Stronger Communities Strategy Group has reduced its membership, meeting now bi-annually.
15. Task and Finish groups will now be set-up, with a mandate to deal with priority issues identified by the Strategic Assessment, to be led by a senior officer from the most appropriate agency.
16. Mick Harrison has taken up the post of Community Safety Commissioner within Staffordshire County Council and will be focussing attention on delivery of co-ordinated services to meet police and partner priorities set for 2011/12.

Safer and Stronger Priorities 2011/12

17. Working to deliver the priorities of Staffordshire Police, Staffordshire County Council, District Authorities and other partners, the priorities for the forthcoming year have been identified as;
 - Preventing and reducing alcohol related incidents;
 - Addressing incidents of ASB;
 - Domestic Violence; and
 - Reducing incidents of re-offending (IOM)
18. Targeted alcohol pilots are ongoing in Newcastle, Stafford and Tamworth and this work has a high priority focus for 2011/12.
19. A countywide ASB Partnership Group is now being formed to deliver further positive results in this priority area.
20. The forcewide review of domestic violence services has been completed. The recently established Task and Finish Group for this area has drafted a strategy and action plan with a view to commissioning identified services from 1 April

2012. The County Council is approaching Stoke-on-Trent City Council with the aim of considering a collaborative approach to this activity.

21. The production of a Strategic Assessment of Offending by Staffordshire Observatory, together with further integration of family support networks into ongoing IOM activity is aimed at delivering ongoing forcewide successes in this area.
22. Partners will also continue to work collaboratively to reduce incidents of serious acquisitive crime, and further reducing fatal and serious road traffic collisions through a formalised approach with the Safer Roads Partnership.

Safer and Stronger Communities Fund 2011-12







23. The Safer and Stronger Community Safety Fund has been reduced by over 20% for 2011/12 and will be reduced further in 2012/13. It has been recognised that partners to work even closer and pool mainstream funding to find solutions to Community Safety issues.
24. Staffordshire Police has allocated a total of £60,000 to partnership working across the county for 2011/12.

City of Stoke-on-Trent Partnership 2010/11 End of Year Performance Summary

25. Quarter 4 2010-11 and end of LAA Status

The table below (Table 1) shows a summary of status and performance for each of the LAA indicators within this theme. This report also includes performance information in relation the two Youth Crime indicators (NI-19 & NI-111). These indicators are formally managed via the Children & Young People's theme and are shown for information purposes.

Table 1

No.	Description	Latest Performance	Target	RAG
NI-2	% of people who feel that they belong to their Neighbourhood	54.8% (08/09 Baseline)	56.3% (2010/11)	N/A
NI-4	% of people who feel they can influence decisions in their locality	26.9% (08/09 Baseline)	30.4% (2010/11)	N/A
NI-15	Serious Violent Crime Rate	1.03 (Prov.)	0.87	
NI-16	Serious Acquisitive Crime Rate	11.58 (Prov.)	14.83	
NI-18	Reduction in Adult Re-offending rates for those under probation supervision	-6.05% (Q2 10/11)	-9.2%	
NI-19	Rate of Re-offending by young offenders	No longer collected		N/A
NI-21	Dealing with local concerns about anti-social behaviour and crime issues by local council & police	25.0% (08/09 Baseline)	29.5% (2010/11)	N/A
NI-30	Reduction in Re-offending rate of prolific and other priority offenders	49% (Q2 10/11)	13%	
NI-39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	544 (Q2 10/11)	890	
NI-40	Number of drug users recorded as being in effective treatment	1540 (Q3 10/11)	1421	

Influencing decisions in the community

- Establishing a Partnership Community Engagement Steering Group has worked well, developing the engagement framework and the delivery action plan.
- Staffordshire University has been very flexible and accommodating when developing training courses.
- Forming the Voluntary Sector Strategic Partnership has worked well and made great strides in building the relationship between the City Council and the voluntary sector. This is an informal mechanism is where issues and concerns can be raised and resolved.
- Also a number of actions within the plan have been delivered by the voluntary sector including Citizen's Advice Bureau, Saltbox, VAST (local development and support organisation), North Staffs Pensioners Convention, Age UK, all of which have contributed to the building of relationships.

Development:

- Nibbles and a Natter is a self-assessment process for groups to ascertain their priorities and sustainability. It's helped develop skills and focus the group future activities. Training has been provided for groups to help aid development and sustainability.
- Community development courses have been provided to give individuals the skills and confidence they need to become active citizens.
- Participatory budgeting was carried-out along the 'Dragons Den' theme and has seen students from High Schools bidding for money and project managing initiatives.
- Following a competency skills survey, a training course has been developed with Staffordshire University and VAST to increase confidence and give a better understanding of engagement.
- 'Taking Part and Speaking-out' are community courses developed for residents that have given confidence to participants from a wide range of backgrounds. The course also seen 6 participants to stand for local councillors.
- A number of engagement activities have been funded with specific focus, those being disabled people, the over 50's forum (Engage), faith groups and the LGBT which have worked well. Individuals have an increased level of confidence and a sense of belonging due.

Serious Acquisitive Crime:

26. Over the last three years, significant progress has been made in this area. During the period, there has been a 43% decrease in the incidents of this type of criminality. The target for 2001-11 was to have less than 3,545 offences during the year, equating to 14.83 crimes per 1,000 head of local population. Performance was better than target throughout the year. Compared to our comparators (Crime Disorder Reduction Partnership) we are well below the average rate.

Domestic Abuse:

27. In the city, the number of domestic violence (DV) with injury incidents rose from 750 over 12 months to 816. This brought about targeted work on domestic violence which included raising awareness of DV services and introduction of the '7 Step DV policy'.
28. There have been numerous success stories from implementing this procedure, and it should always be kept in mind that an increase in DV incidents is an indicator that victims have more confidence to contact the police as most will have suffered DV for a significant time before contacting the police.
29. There is a forcewide review of domestic violence now underway, partnership working in this area will see ongoing developments as a more collaborative approach to the provision of services across both the county and city is being considered.

Violent Crime:

30. The Local Area Agreement reduction target of 10% was set based on actual performance recorded in 2007/2008, therefore, giving a baseline of three hundred and thirty (330) offences.
31. In April 2008, after agreeing the NI 15 target, the Home Office changed the definition to include two additional crime types – 8F, Inflicting grievous bodily harm without intent and 8H, racially or religiously aggravated grievous bodily harm without intent. This meant that data before and after April 2008 would be incomparable and the target of 10% unrealistic.
32. Consequently Government Office West Midlands agreed a new baseline position using the performance data from 2008/2009 (224 offences) and so for the remaining two years, the target would be set at 6%.
33. In 2008/9 most serious violence (MSV) was under target by 94, however, in 2009/10 it was over target by 97 and continued to stay over target for the first 7 months of 2010/11. For the latter part of the year the city experienced a complete turnaround where the partnership was seeing significant reductions in this crime type, which resulted in 24 crimes under target. Between the periods 2008/9 to 2010/11 there has been an increase in 22 offences (9.8%).

The increase during 2009/10 in most serious violence is attributed to:

- The change of definition, including crime types 8F and 8H for most serious violence, was a partial explanation for the noted increase in MSV.
- The increase in reports of certain types of domestic violence was a partial explanation for the noted increase in MSV.
- The 136% increase in the number of wounding over the last two year period was the main contributing factor to the increase in MSV.

Substance misuse and re-offending:

34. Incidents of substance misuse and re-offending showed positive results to the end of the financial year in the county. The Integrated Offender Management

(IOM) pilot programme will be widened across the force area and through closer partnership working, linked into family support networks at both county and city level. Staffordshire Observatory has recently produced a Strategic Assessment of Offending in Staffordshire to aid development in this area.

35. The Safer City Partnership developed and implemented a comprehensive 'Reducing Re-offending' delivery plan covering the seven nationally recognised care pathways for impacting offending behaviour. There have been a number of successes over the last 12 months which have contributed to the marked improved in performance:

- Introduction of one stop service for Women Offenders at Chepstow House.
- Reviewed Homelessness Strategy to better cover the needs of offenders.
- Introduction of a 'Triage Project' to map the educational and training requirements of offenders and signpost them to relevant programmes to help improve skills and employment opportunities.
- Introduction of a mentored placement scheme.
- Criminal Justice interventions for both Drug and Alcohol services. Arrest referral now in place for both services.
- Introduction of a Prison Link Service for both Drugs and Alcohol.
- Delivery of the Prolific and Other Priority Offender Scheme.
- Recruitment of two Family Intervention Workers to support the children of offenders.

Road Safety:

36. Statistics continue in a positive vein with ongoing work through the Road Safety Joint Operations Group (JOG) now closely linked to a co-ordinated approach through Staffordshire Police Local Partnership Managers and LPT Commanders.

37. However in Stoke-on-Trent the number of people killed or seriously injured in road traffic collisions rose from 48 to 56. The Safer City Partnership is funding a crash course to help educate drivers and slowly increasing the number of community speedwatch schemes.

Priorities for 2011/12

38. Working to deliver the priorities of Staffordshire Police, Stoke-on-Trent City Council and other partners, the priorities for the forthcoming year have been identified as;

- Violent Crime
- Acquisitive Crime
- Anti-social behaviour
- Drugs
- Alcohol
- Re-offending

Funding for 2011/12

39. Staffordshire Police has allocated a total of £30,000 to partnership working across the city for 2011/12.

Recommended:

That the partnership update be noted.

Contact:

Helen Jarvie

Force Partnerships Co-ordinator












Mike Cunningham
Chief Constable

Staffordshire Safer & Stronger Communities Partnership 2010/11 End of Year Performance Summary

Data contained within this report may be provisional and is intended for performance management purposes only

Performance Measure	09/10 Result	Q1	Q2	Q3	Q4	10/11 Result	10/11 Target	Difference from 2009/10 (%)	Trend
Strong & Cohesive Communities									
NI4 ▲									
People who feel they influence decisions*	55%	50%	-	-	48%	48%	57%		▼
Cannock Chase	60%	55%	-	-	47%	47%	-		▼
East Staffordshire	56%	44%	-	-	40%	40%	64%		▼
Lichfield	54%	47%	-	-	46%	46%	-		▼
Newcastle	60%	50%	-	-	41%	41%	-		▼
South Staffordshire	48%	38%	-	-	37%	37%	61%		○
Stafford	62%	64%	-	-	67%	67%	-		▲
Staffordshire Moorlands	54%	56%	-	-	55%	55%	67%		○
Tamworth	46%	48%	-	-	46%	46%	-		▼
NI6 ▲									
Participation in regular volunteering	5,374	3,274	1,296	1,070	1,483	7,123	n/a		▲
Cannock Chase	668	404	167	118	178	867	-		▲
East Staffordshire	1077	293	164	106	122	685	-		▼
Lichfield	888	633	205	141	282	1,261	-		▲
Newcastle	538	312	224	169	267	972	-		▲
South Staffordshire	424	278	131	110	122	641	-		○
Stafford	648	406	153	129	217	905	-		▲
Staffordshire Moorlands	475	189	80	58	93	420	-		○
Tamworth	1,091	759	172	239	202	1,372	-		○
NI7 ▲									
Environment for a thriving third sector						tbc	18.4%		
ASB & Crime that matters									
NI21 ▲									
Dealing with concerns about crime/ASB*	53%	48%	-	-	47%	47%	54%		○
Cannock Chase	56%	48%	-	-	41%	41%	52%		▼
East Staffordshire	57%	55%	-	-	52%	52%	55%		▼
Lichfield	47%	43%	-	-	43%	43%	57%		○
Newcastle	63%	56%	-	-	50%	50%	-		▼
South Staffordshire	47%	44%	-	-	46%	46%	54%		▼
Stafford	49%	47%	-	-	48%	48%	-		○
Staffordshire Moorlands	60%	50%	-	-	54%	54%	68%		○
Tamworth	41%	46%	-	-	47%	47%	-		○
NI16 ▼									
Serious acquisitive crime	7,150	1,555	1,622	1,578	1,763	6,518	7,150		▼
Cannock Chase	1,026	233	248	225	249	955	1,026		▼
East Staffordshire	1,026	192	167	187	195	741	1,026		▼
Lichfield	840	181	199	241	312	933	840		▲
Newcastle	993	222	242	247	275	986	993		○
South Staffordshire	1,099	243	255	257	216	971	1,099		▼
Stafford	752	213	259	173	203	848	752		▲
Staffordshire Moorlands	597	119	110	125	134	488	597		○
Tamworth	817	152	142	123	179	596	817		▼
Local ▼									
Anti-social behaviour incidents	32,168	8,334	7,616	5,549	5,094	26,593	n/a		▼
Cannock Chase	4,729	1,189	976	746	668	3,579	-		▼
East Staffordshire	3,869	1,066	978	682	660	3,386	-		▼
Lichfield	3,140	737	665	443	418	2,263	-		▼
Newcastle	5,359	1,464	1,346	1,178	951	4,939	-		▼
South Staffordshire	3,135	876	934	638	578	3,026	-		▼
Stafford	4,969	1,279	1,129	793	692	3,893	-		▼
Staffordshire Moorlands	3,198	794	785	519	544	2,642	-		▼
Tamworth	3,769	929	803	550	583	2,865	-		▼

Performance Measure	09/10 Result	Q1	Q2	Q3	Q4	10/11 Result	10/11 Target	Difference from 2009/10 (%)	Trend
Domestic Abuse									
NI32 ▼									
Repeat incidents of domestic violence	24.2%	21.5%	20.1%	19.5%	16.8%	16.8%	27.0%		▼
Cannock Chase	39.8%	32%	27%	26%	18%	17.8%	27.5%		▼
East Staffordshire	15.1%	13%	14%	16%	16%	15.9%	22.5%		-
Lichfield and Tamworth	24.5%	22%	22%	19%	17%	17.1%	27.0%		▼
North Staffordshire	9.7%	8%	12%	12%	15%	15.1%	24.0%		▲
South Staffordshire	28.2%	26%	26%	23%	18%	18.1%	37.2%		▼
Stafford	27.1%	23%	23%	24%	17%	17.4%	32.5%		▼
Violent Crime									
Local ▼									
Violence with injury	5,841	1,517	1,445	1,255	1,160	5,377	5,841		▼
NI15 ▼									
Serious violent crime	472	131	134	79	97	441	472		▼
Violent crime - excluding domestic offences									
Local ▼									
Violence with injury - non domestic	4,896	1137	1126	943	888	4,094	n/a		▼
Cannock Chase	703	182	187	148	176	693	-		▼
East Staffordshire	692	161	153	132	107	553	-		-
Lichfield	432	82	100	77	75	334	-		▼
Newcastle	870	184	160	152	121	617	-		▼
South Staffordshire	380	101	89	88	83	361	-		-
Stafford	765	164	176	159	172	671	-		▼
Staffordshire Moorlands	467	119	137	87	67	410	-		▼
Tamworth	587	144	124	100	87	455	-		▼
Local ▼									
Serious violent crime - non domestic	425	112	124	72	87	395	n/a		▼
Cannock Chase	68	21	15	12	17	65	-		▼
East Staffordshire	60	13	19	12	9	53	-		▼
Lichfield	31	6	12	1	9	28	-		-
Newcastle	59	25	16	13	11	65	-		▼
South Staffordshire	37	11	7	9	11	38	-		-
Stafford	70	15	25	13	18	71	-		-
Staffordshire Moorlands	43	12	21	4	6	43	-		▼
Tamworth	57	9	9	8	6	32	-		▼
Violent crime - domestic offences									
Local ▼									
Violence with injury - domestic	1,318	380	319	312	272	1,283	n/a		▼
Cannock Chase	200	54	59	46	45	204	-		-
East Staffordshire	148	42	40	37	31	150	-		▼
Lichfield	99	22	16	18	24	80	-		▼
Newcastle	212	73	63	51	43	230	-		-
South Staffordshire	128	31	21	35	24	111	-		▼
Stafford	230	63	50	53	44	210	-		▼
Staffordshire Moorlands	121	41	30	31	27	129	-		-
Tamworth	180	54	40	41	34	169	-		-
Local ▼									
Serious violent crime - domestic	47	19	10	7	10	46	n/a		▼
Cannock Chase	8	6	3	0	2	11	-		-
East Staffordshire	4	2	1	0	1	4	-		▼
Lichfield	6	0	1	0	0	1	-		▼
Newcastle	9	4	2	0	0	6	-		▼
South Staffordshire	5	2	2	2	2	8	-		-
Stafford	4	2	1	3	3	9	-		▲
Staffordshire Moorlands	3	1	0	0	2	3	-		-
Tamworth	8	2	0	2	0	4	-		-

Performance Measure	09/10 Result	Q1	Q2	Q3	Q4	10/11 Result	10/11 Target	Difference from 2009/10 (%)	Trend
Substance Misuse & Offending									
NI18 ▼ Adult re-offending (diff from predicted)	-21%	-20%	-21%	-25%	-23%	-23%	n/a		▼
NI30 ▼ PPO re-offending (change in convictions)	-53%	-56%	-47%	tbc	tbc	tbc	n/a		▼
Chase division	-60%		-70%				-		▼
North Staffordshire division	-50%		-65%				-		▼
Trent Valley division	-51%		-65%				-		▼
NI19 ▼ Youth re-offending (rate per offender)	0.99	0.25	0.53	0.72	tbc	tbc	n/a	tbc	■
Road Safety									
NI47 ▼ Casualties killed or seriously injured	261	47	65	54	43	209	288		▼
Cannock Chase	19	8	2	7	5	22	23		■
East Staffordshire	48	6	3	9	5	23	43		▼
Lichfield	26	8	10	1	6	25	27		■
Newcastle	31	4	11	9	8	32	34		■
South Staffordshire	49	5	11	7	10	33	54		■
Stafford	46	7	16	11	7	41	57		■
Staffordshire Moorlands	28	5	10	8	1	24	39		▼
Tamworth	14	4	1	2	1	8	11		▼

Guidance notes:

Arrow beside indicator number represents the polarity of that indicator (i.e. whether an increase or decrease is desirable).

Indicators marked * are proxy measures using the Feeling the Difference survey, Staffordshire Police. Latest results relate to Waves 8-11.

Shading of the 2010/11 result represents position against target or comparison with previous year. Red = worse, Green = better or equal, Black = no target/comparator available.

Trend is based on direction of travel over the last five quarters:

Trend (colour): ● Declining ● No significant change ● Improving ● Not possible to identify current trend

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