

## Staffordshire Police Authority Business Plan 2011/12 - Action Plan (as at 19 January 2012)

Ref	Issue	Action Manager	Timescale	Update
	<b>VALUE FOR MONEY ISSUES &amp; BUDGET</b>			
<b>A1</b>	<b>Continue to utilise benchmarking data to ensure effective scrutiny of the force</b>			
(a)	Regular updates to Performance & Resources Committee	Treasurer	Ongoing (quarterly)	<p><b>July:</b> Benchmarking is a standing item on P&amp;R Committee agenda. Committee on 14 July will receive feedback on review of essential user allowances, which has resulted in savings of £44,000 following request by Committee</p> <p><b>Jan:</b> Scrutiny of benchmarking data continues, primarily through the P&amp;R Committee. Recent report on Transport considered on 18/01/12 has provided detailed level of information to enable effective scrutiny by members.</p>
(b)	Further scrutiny of 'outliers' to identify issues for further consideration	Treasurer	Ongoing (quarterly)	<p><b>July:</b> Further benchmarking to be undertaken once updated CIPFA statistics produced</p> <p><b>Jan:</b> See A1(a) above</p>
<b>A2</b>	<b>Valuing the Police' value for money inspection report</b>			
(a)	Respond to issues raised in the inspection report	Chief Executive	when report received	<p><b>July:</b> Draft report received shortly after inspection in February did not highlight any significant areas of concern. Still awaiting final report - Letter from HMIC (Roger Baker) of 28 June 2011 indicated imminent publication of thematic report, together with a short 'public facing' summary of each force/authority position. Has been placed on agenda for Police Authority on 19 July</p> <p><b>Jan:</b> Further vfm inspection tool place on 25/11/12. Further feedback provided which underlined and supported the work the Authority and Force were undertaking in this area.</p>
(b)	Develop action plan to address issues raised and monitor through Performance & Resources Committee and/or Finance Panel	Chief Executive	when report received	<p><b>July:</b> See above - final report awaited. No areas of concern highlighted in draft report</p> <p><b>Jan:</b> No formal action plan received. Inspection report supported current actions</p>
<b>A3</b>	<b>Enhanced scrutiny of budget</b>			

(a)	Regular appraisal of the budget situation through the reconstituted Finance Panel	Treasurer	July, Oct & Nov 2011 and Jan 2012.	<p><b>July:</b> First meeting of the Finance Panel met on 4 July. Terms of reference agreed, together with the remit of the Panel. A number of issues identified for further consideration at the next Panel in October, including overtime, use of reserves and income generation.</p> <p><b>Jan:</b> Panel has met on a number of occasions to review budget situation. Last met on 12/01/12 when the emerging 2012/13 budget was discussed, including the implications of accepting the 3% council tax freeze grant.</p>
(b)	Develop and establish the Finance Panel with appropriate terms of reference	Chief Executive/ Treasurer	<b>COMPLETE</b>	<b>July:</b> First meeting held on 4 July 2011. Further meetings calendered throughout 2011/12

POLICE REFORM & TRANSITIONAL ISSUES				
<b>B1</b>	<b>Continue to lobby for changes to the police reform proposals</b>			
(a)	Explore further opportunities for lobbying peers as the Bill passes through the House of Lords	Chief Executive	Ongoing (to Oct 2011)	<p><b>July:</b> Peers with links to Staffordshire have been contacted on a number of occasions highlighting Authority's concerns about implications of the Bill. Copies of the 'legacy' document also circulated to Peers. Ongoing lobbying of peers through the APA. Further letter to be sent to MPs to express concern at the ongoing uncertainty due to the delays in the legislative process and urging MPs to consider the limited amount of planning and transition time available to authorities to ensure a smooth handover to the new governance arrangements.</p> <p><b>Jan:</b> Police Reform &amp; Social Responsibility Act received Royal Assent on 15 September - as a result, lobbying on the Bill has ceased. Work now underway to progress transition.</p>
(b)	Continue to support the APA in its work on the Bill	Chair	Ongoing	<p><b>July:</b> Ongoing dialogue with the APA through attendance at the APA Council.</p> <p><b>Jan:</b> Authority working closely with APA on transition issues.</p>
<b>B2</b>	<b>Ensure the Authority is kept updated on the key issues relating to police reform</b>			
(a)	Develop a regular bulletin detailing the main issues for members consideration	Chief Executive	Monthly	<p><b>July:</b> Bulletin now issued to members on a regular basis (last issued 17 June 2011).</p> <p><b>Jan:</b> Now the Bill has been enacted, it is no longer appropriate to provide updates on the legislative process. The Transition Board, which meets monthly, is now the main vehicle by which reform issues are addressed.</p>
(b)	Regular updates at Development Seminar and Police Authority meetings	Chief Executive	In line with scheduled meetings	<p><b>July:</b> Detailed presentation given to members at the Development Seminar on 30 June 2011 on transitional issues. Regular updates also provided to members at the monthly members' meetings. Report to be considered by the Joint Planning Panel (15 July 2011) and Authority (19 July 2011) on the creation of a Police Governance Transition Board. Further updates to Authority as work dictates.</p> <p><b>Jan:</b> Police Reform is a standing item on Police Authority agendas, and Development Seminars (where time allows)</p>

(c)	Joint Planning Panel to be updated at each meeting on the key transitional issues	Chief Executive	July & Oct 2011 and Jan & April 2012	<b>July:</b> Key remit of the Panel to oversee transition work. Panel on 15 July to consider creation of a Police Governance Transition Board <b>Jan:</b> This work now to be carried out by Transition Board
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B3	Prepare for the introduction of Police and Crime Commissioners			
(a)	Creation of a Transition Board	Chief Executive	<b>COMPLETE</b>	<p><b>July:</b> Report to be considered by the Joint Planning Panel (15 July) and Authority (19 July) on the creation of a Police Governance Transition Board. Board will involve the Force and local authority partners, and its terms of reference will be primarily around overseeing the work towards the new policing body. Resources will be provided by the Authority, with project planning assistance from the Force. Board to meet on a monthly basis with reports back to the Panel and Authority.</p> <p><b>Jan:</b> Board now meets on a monthly basis</p>
(b)	Development of a transfer order	Chief Executive/ Treasurer (in consultation with the Chief Constable)	Revised: April 2014	<p><b>July:</b> Transfer order will need to be in place for May 2012 to ensure the transfer of assets from the Authority to the PCC. Correspondence from the Policing minister (18 June) has now indicated that staff transfer will be undertaken on a two stage basis. This will mean that all staff under the direction &amp; control of the Chief Constable will continue to be so post 10 May 2012, and that a further transfer of staff will occur following negotiations between PCC and Chief Constable. Transfer of assets will feature as a key element of work for the Transition Board.</p> <p><b>Jan:</b> A first stage transfer order is now not required as the first stage transfer will occur automatically on 22/11/12, once the PCC takes office. Preparatory work is currently underway to develop proposals for the Stage 2 transfer order. This also features as a key objective in the transition workplan.</p>
(c)	Develop office systems for new way of working	Chief Executive	Revised: Nov. 2012	<p><b>July:</b> Creating the appropriate office and technical environment, as well as the appropriate governance framework under which the PCC will operate are key elements of the transition work, and will be overseen by the Transition Board.</p> <p><b>Jan:</b> The above all form part of the Transition workplan. HR Committee on 11/01/12 agreed a revised office structure which will support transition work and provide basic additional skills set for the PCC on arrival in office.</p>

(d)	Identify spare capacity to enable work to be undertaken on transitional issues	Chief Executive	Revised: Nov 2012	<p><b>July:</b> As stated in B3(a) above, it is anticipated that, certainly in the first instance, resources will be found from within the current PA staffing structure. Recognition that legal advice, in particular, may be required and West Midlands Police being approached to see if they have spare capacity to assist (given joint Legal Services venture). Appointment of Authority Administrative Assistant has enabled an internal review of workloads and the freeing up of capacity to ensure officers can fulfil roles required of them, particularly the Principal Officer's role as Programme Manager.</p> <p><b>Jan:</b> See action above. Extra capacity created in the office to address transition issues.</p>
(e)	Once prospective candidates are identified, undertake an induction process in co-operation with the Chief Constable	Chief Executive/ Treasurer	Revised: Jan-Nov 2012	<p><b>July:</b> Will be a need to work closely with local authority returning officer to identify prospective candidates and to develop an appropriate induction package, in conjunction with the Force, in advance of the elections on 3 May 2012. Full list of candidates will not be known, however, before April 2012.</p> <p><b>Jan:</b> Transition Board has endorsed the need for briefings for potential candidates. An early briefing (Feb) to be followed by a more formal session in September which will also involve the Police Area Returning Officer (PARO).</p>

B4	Joint working			
(a)	Work closely with APACE and PATs to identify key issues for authorities in the transitional phase	Chief Executive/ Treasurer	Ongoing	<p><b>July:</b> Regular briefings from APACE on the progress of the Bill and the work being undertaken to work towards transition is assisting the Authority in its own preparations. Treasurer taking an active role through PATS in identifying the financial risks of the new proposals, and the actions required to address those risks. Liaison also through regional (and other) chief executives and other treasurers to ensure fully sighted on Bill and transitional issues.</p> <p><b>Jan:</b> Regular attendance at monthly APACE transition meetings by Chief Executive or Treasurer. Guidance on various workstreams being issued by APACE through to November 2012.</p>

(b)	Keep local partners updated and informed on the proposals and the implications for them	Chief Executive	Ongoing	<p><b>July:</b> Chief Executive wrote to Local Authority chief executives on 2 June to provide an update on the Police Reform Bill and to gauge interest in attending a session on the proposals at Force HQ once the Bill proposals were finalised (likely Oct/Nov 2011). Limited number of responses received, but favoured such a meeting. Engagement with Local Authorities will be undertaken through the Governance Board and the LA link John Tradewell (Director of Legal Services at the County Council). PA Chief Executive met with Staffordshire Chief Executives in Lichfield on 24 March 2011 to update them on proposals and their requirements re: elections and the PCP. Local Authority Leaders &amp; Chief Executives on 26 May 2011 agreed to nominate the County Council as the lead authority on developing proposals for PCCs. Further meeting scheduled for 8 September with Leaders and Chief Executives to provide a further update on work. A 'FAQ' document on the implications of the Police Reform Bill to be produced and circulated to partners and the public to ensure they are fully informed on what the proposals means for local governance of policing.</p> <p><b>Jan:</b> Current round of budget briefings including session on PCCs a</p>
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(c)	Explore the development of shadowing arrangements for the Police & Crime Panel	Chief Executive	Revised: June 2012	<p><b>July:</b> The County Council Chief Executive in a meeting on 4 July 2011 indicated his desire to see the early development of a shadow Police and Crime Panel. Whilst the formation of a PCP is a local government responsibility, the Authority will lend its expertise and experience in helping inform the process to create a Panel, and how this may interact with the Authority in the period up to the elections in May 2012.</p> <p><b>Jan:</b> PCP to be established after local elections in May 2012. Report on progress to be made to Transition Board in February.</p>
<b>B5</b>	<b>Implications of wider police reform</b>			
(a)	Scrutinise implications of wider police reform agenda, including impact on workforce eg Winsor and Hutton	Chief Executive/ Treasurer	Ongoing	<p><b>July:</b> Scrutiny of the Hutton and Winsor reports undertaken by the HR Committee on 21 April 2011, together with potential financial implications of Winsor. Further financial update provided to Finance Panel on 4 July. HR Committee to continue to monitor implications of the two reports and financial details submitted to Finance Panel.</p> <p><b>Jan:</b> Ongoing scrutiny by the HR Committee</p>
<b>COMMUNITIES FIRST/COLLABORATION</b>				
<b>C1</b>	<b>Scrutiny of Communities First Change Programme</b>			
(a)	Regular monitoring of the implications of Communities First through the various Committees of the Authority		Ongoing	<p><b>July:</b> Final sign off report of Phase 1 of CF received by Authority on 1 June. Changes to force staffing profile to be monitored by the quarterly report to HR Committee (also member involvement in the Monthly Resource Panel Stocktake meetings). Performance &amp; Resources Committee to monitor performance.</p> <p><b>Jan:</b> Member involvement in the KPMG work being rolled out as part of Communities First Part 2. Regular updates to the Authority's Development Seminar.</p>
(b)	Implications on the workforce profile and progress against the delivery of the glidepath		Ongoing	<p><b>July:</b> Regular reports to Finance Panel on progress against glidepath and reports to HR Committee on staff downsizing.</p> <p><b>Jan:</b> Glidepaths have become a regular feature of reports to members on budgetary issues.</p>
(c)	Monitoring of performance to ensure maintenance and improvement of performance under the new structures		Quarterly	<p><b>July:</b> Quarterly performance reports to Performance &amp; Resources Committee</p>

(d)	Monitoring of the frontline to ensure it is maintained in years 1&2 in line with force commitment		Quarterly	<b>July:</b> Regular appraisal of officer numbers in neighbourhood policing to be undertaken by HR Committee. Members to identify any issues of officer abstractions and vacancies through regular dialogue with LPT commanders.
(e)	Realignment of members allocated to local policing teams and establishment of effective relationship and consultation arrangements		<b>COMPLETE</b>	<b>July:</b> New allocations agreed at the annual meeting of the Authority on 1 June. Further information to be provided to members including LPT performance information to ensure a better informed dialogue between members and LPT commanders.

<b>C2</b>	<b>Estate issues</b>			
(a)	Scrutiny of rationalisation of estate and realisation of receipts for defunct properties		Ongoing	<b>July:</b> Finance Panel to consider implications of rationalisation of estate. Continued member involvement in the Estates Group.
(b)	Development of shared use facilities with local partners		Ongoing	<b>July:</b> Estates Group to keep issue under review. Chair travelling to Rickmansworth with Force and partners to identify good practice in terms of joint working and shared use. Good progress being made in Newcastle and Kidsgrove with Borough Council. Further update to Authority on 1 June 2011 on developments of SARC. <b>Jan:</b> Completion of SARC and MASH evidence of good progress in shared use facilities with partners. Further opportunities being explored by the Force which members will monitor through Estates Group.
<b>C3</b>	<b>Collaboration</b>			
(a)	Development of a Joint Committee with West Midlands to oversee collaborative work		<b>COMPLETE</b>	<b>July:</b> First meeting of Joint Committee met on 8 June 2011. Further meetings scheduled through 2011/12. <b>Jan:</b> Joint Committee now established and meeting regularly to overview collaborative working
(b)	Scrutiny of proposals for a joint uniform operations		Ongoing	<b>July:</b> Business case to be presented to Joint Committee in October for approval. <b>Jan:</b> Business case for uniform ops to be presented to Joint Committee after the Olympics in late 2012.
(c)	Explore other opportunities beyond regional collaboration		Ongoing	<b>July:</b> Possibility of joining collaboration on back office with West Midlands and Surrey Police being explored. CC Chris Sims to speak to the Force about what proposals are involved before Authority considering any value in this collaboration. <b>Jan:</b> Other opportunities for back office being explored. Cheshire/Northants collaboration considered but rejected as not compliant with Force systems. Lincolnshire outsourcing model to be explored to see if there are any opportunities for Staffordshire. Staffordshire to be added to West Mids/Surrey OJEU notice to enable joining collaboration at a later date.

(d)	Respond to Support & Challenge report on collaboration	Chief Executive	Awaiting report	<b>July:</b> Support & Challenge meeting held on 17 June. Report awaited. <b>Jan:</b> Report received in August 2011. Collaboration explored at a later session with HMIC.
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MAINTAINING & IMPROVING PERFORMANCE				
D1	Performance scrutiny			
(a)	Identify further areas for scrutiny using benchmarking data	Chief Executive/ Treasurer	Quarterly	<p><b>July:</b> Appraisal by the Performance &amp; Resources Committee of suitable areas for further benchmarking. Awaiting updated CIPFA data.</p> <p><b>Jan:</b> See A(1a) above.</p>
(b)	Development of Level 2 scrutiny of operational issues	Chief Executive	Quarterly	<p><b>July:</b> Inaugural 'Level 2' meeting scheduled for 25 August 2011. Four members involved together with ACC Sawyers and Head of Investigative Services. Meetings to take place on a quarterly basis and will focus on key operational updates together with an analysis of risk &amp; preparedness, in line with APA guidance.</p> <p><b>Jan:</b> level 2 Protective Services meetings continued to be held on a quarterly basis.</p>
(c)	Greater involvement in operational critical incidents	Chief Executive	Ongoing	<p><b>July:</b> Critical Incident Protocol agreed by Authority on 1 June 2011. Members being actively involved in Gold Groups on critical incidents. Chief Executive identified as SPOC and updated on matters as they arise and whether member involvement is appropriate.</p> <p><b>Jan:</b> Continued active involvement of members and officers in Force Gold Groups.</p>
(d)	Scrutiny of developing budget proposals through the Finance Panel	Treasurer	Oct & Nov 2011, Jan 2012	<p><b>July:</b> First meeting of Panel met on 4 July. Further meetings scheduled for 3 October, 28 November and 12 January to coincide with key stages in the 2012/13 budget development process</p> <p><b>Jan:</b> See A3(a) above.</p>
(e)	Monitor progress in achieving target of 500 special constables	Chief Executive	Quarterly	<p><b>July:</b> Quarterly report at HR Committee on Specials numbers. Report on 21 April showed 438 Specials as at 31 March 2011.</p> <p><b>Jan:</b> HR Committee on 11/01/12 reported target of 500 special constables now exceeded. Numbers to be continued to be monitored by the Committee</p>