



*“Here to make policing work for you”*

## **Business Plan 2011/12**

## **Chairman's introduction**

Welcome to the Authority's Business Plan for 2011/12. This is a vitally important year for the Police Authority and potentially its last, given the proposals contained in the Police Reform and Social Responsibility Bill. The Bill, which is currently passing through the democratic process in Parliament, will see the abolition of police authorities to be replaced by a directly elected Police and Crime Commissioner. The Authority has opposed the proposals as it is felt they do not provide a robust enough form of governance, however, we acknowledge that this is likely to pass into legislation and when it does, the Authority is committed to work with prospective candidates to ensure a smooth transition to the new working arrangements.

That is why I believe that this Plan is vitally important and recognises that the Authority still has a key role to play during 2011/12. The Authority is determined to create a lasting legacy for the new incumbent and ensure that the transition to the new Police and Crime Commissioner ensures that the policing service provided to the people of Staffordshire and Stoke-on-Trent is unaffected by the changes. This plan is intended as a living document and will evolve as the year progresses to ensure that the key issues facing the Authority are appropriately addressed. I trust that you find this Plan helpful and informative.

David Pearsall  
*Chair of the Authority*

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## **Chief Executive's introduction**

The following pages aim to set out succinctly what the Authority hopes to achieve in its final year before the arrival of the Police and Crime Commissioner. This is a key period for the Authority and this Plan focuses on the main issues on which Members will be applying their focus over the next twelve months. The Plan aims to build on the Fit for Purpose review which was undertaken following the pilot inspection of the Authority and ensure that the Authority can effectively carry out its duties, whilst planning for what lies ahead.

A detailed action plan accompanies this Plan which will ensure that the key issues which face the Authority over the coming year are embedded into the governance structure, and that members give sufficient focus to delivering in these areas. The Authority's Planning Panel will apply rigorous scrutiny to the action plan at its quarterly meetings to ensure that we are on target to achieve all the actions contained in the Plan, and as we move through the year, there will be an increasing focus on the issue of transition and this Plan therefore reflects the importance of that work and how we might oversee a successful period of change.

Damon Taylor  
*Chief Executive*

## Key functions of the Police Authority

**Mission statement:** *“To ensure an efficient and effective police service for people who live in, work in or visit the Staffordshire Police Authority area so that our communities are kept safe and reassured.”*

The Police Authority has a statutory duty to maintain an efficient and effective police force for the area and hold the Chief Constable to account for the exercise of his functions and those of persons under his direction and control. In Staffordshire, the Authority is made up of 9 councillors (7 appointed from Staffordshire County Council and 2 from Stoke City Council), together with 8 independent members, appointed following public advertisement. Members represent the whole force area but have special responsibility for Local Policing Team areas, further details of which are on our website.

The governance of policing in England and Wales also involves Chief Constables and the Home Secretary - commonly known as the 'tripartite arrangement'. Chief Constables retain overall operational independence and are responsible for the direction and control of the force, including police staff and day to day financial management.

The Authority undertakes a wide range of responsibilities to ensure policing in Staffordshire is efficient and effective. Below are just some of its key roles:-

- Sets annual objectives and targets based on consultation with local people for the police to deliver in the year ahead
- Manages the police budget and consults with local people before setting the police element of the council tax, ensuring value for money
- Appoints the Chief Constable and other chief officers
- Monitors performance and holds the Chief Constable to account on behalf of the people of Staffordshire
- Scrutinises the delivery of policing to ensure that the force delivers a service which balances both national strategic priorities with local concerns
- Monitors complaints against the police
- Promotes equality and good relations between different communities
- Makes sure the police service does everything it can to improve policing

## Members of the Authority



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## **The Police Reform & Social Responsibility Bill 2011**

The Police Reform & Social Responsibility Bill, published in December 2010, will radically change the way the police service in England and Wales is governed. The Bill includes proposals to replace police authorities with directly elected Police and Crime Commissioners, who will themselves be scrutinised by a Police and Crime Panel, made up of 10 councillors and 2 independent members.

Transitional issues are a key element in this Plan, and the Authority is keen to ensure that the transition to the new arrangements goes as smoothly as possible. The Authority's Planning Panel will oversee this work, with regular updates to the Authority itself. The Authority will seek to work closely with partners, including prospective candidates for the role, to ensure that the handover of the governance function is undertaken effectively and efficiently, without impacting on the delivery of policing.

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### **Developing & monitoring progress of the Plan**

The Business Plan is the document which sets out specifically the Authority's programme of work for the coming year, and is therefore distinct from the Policing Strategy and Plan, which relates to the policing of Staffordshire.

In developing the Plan, Members have considered the key issues impacting on the Authority and agreed a series of actions which will help them deliver on those issues. Authority members and officers are engaged in a number of national networks such as the Association of Police Authorities (APA); Association of Police Authority Chief Executives (APACE); and Police Authority Treasurers (PATS), as well as regional networks, which enable the gathering of information and knowledge which helps inform the direction of the Authority. This Plan has also been informed by a environmental scanning processes to identify those areas where the Authority needs to focus its attention during the coming year.

The Authority also reflects on the consultation it undertakes with local people, local authorities, the business community and other key stakeholders to ensure that its strategic direction, as set out in this Plan, is reflective of the communities the Authority serves.

The Authority will closely monitor the Plan throughout the year, with quarterly updates on progress against the action plan being considered by the Planning Panel. As the year progresses, the Authority will be undertaking an increasing workload on transition issues to ensure that the appropriate arrangements are in place for the arrival of Police and Crime Commissioners in May 2012.

## **Key issues for 2011/12**

### *Securing value for money/working within budget constraints*

The Authority is charged with ensuring the securing of value for money in the delivery of policing. During the year, the Authority will work closely with the force to deliver value for money, utilising the Audit Commission guidance "Sustaining Value for Money in the Police Service" and HMIC "Police Governance in Austerity" and the associated self assessment frameworks contained therein.

Continuing to utilise comparative data and the HMIC vfm profiles, the Authority, through its Performance & Resources Committee will seek to identify further areas where the force appears to be performing out of line with its peers to ensure that issues are identified and addressed appropriately. Comparative data from other bodies such as CIPFA and the Police Authorities' Treasurers (PATS) will also be utilised to ensure that the Authority continually monitors its comparative performance in this area. The Authority will reflect on the outcome of the HMIC led 'Valuing the Police' value for money inspection (undertaken in February 2011) and respond accordingly to any recommendations made.

The Authority will continue to work closely with the Force to identify how the reduced level of funding will impact on delivery of policing, and through the Human Resources Committee, seek to ensure that the reduction in the workforce is managed effectively in order that the impact on the frontline delivery of policing is minimised.

### *Transitional arrangements/leaving a legacy for policing in Staffordshire*

During the year, the Authority will need to focus increasingly on the development of transitional arrangements for the new Police & Crime Commissioner and Police & Crime Panel. The Authority's Joint Planning Panel will consider the implications of the changes and what needs to be put in place to ensure a smooth transition to the new arrangements. Regular updates will be provided to the Authority and at Development Seminars to ensure members are fully briefed on the implications. As the year progresses, the Authority will seek to work both with prospective candidates for the role of Commissioner and local authorities throughout the county in relation to their role on the Police & Crime Panel, and explore the opportunities for appropriate shadowing arrangements.

Since its creation in its current form in 1995, the Authority has achieved significant benefits on behalf of the people of Staffordshire. As well as holding the Chief Constable to account and providing robust challenge, appointing 5 chief constables and setting the police budget and strategic objectives, the Authority has secured efficiencies in excess of £50million which have been ploughed back into policing. It has supported and scrutinised the force in the continued fall in crime and anti-social behaviour and overseen the modernisation and rationalisation of the police estate to ensure it is fit for purpose in the years ahead. The Authority is eager to ensure that it leaves a lasting positive legacy for the new Commissioner and will work closely with the Chief Constable during its final year to ensure that performance is further improved and the new policing arrangements are effectively embedded.

### *Change programmes, Communities First and Collaboration*

In April, the Force will move to a new way of working as the Communities First programme moves into its full implementation phase. Territorial policing based on Basic Command Units will be scrapped to be replaced by smaller Local Policing teams, based on the district and unitary boundaries within the force area. This will be accompanied by a rationalisation of the estate. The Authority will monitor progress of the changes and the impact that the new arrangements has on the public. Regular updates will be provided on the progress of the proposals and other Committees of the Authority (namely Performance & Resources and Human Resources) will look at the impacts for their particular business areas. The Authority will look to develop new consultation arrangements to ensure that they reflect the new boundaries.

The Authority will be working closely with the Force to develop collaborative working in the West Midlands region and with local partners within Staffordshire. Regionally, the Authority will continue to drive collaboration to secure efficiencies in the way policing is delivered, and explore the opportunities for a more robust regional governance framework to oversee this work. Locally, the Authority will look to work closely with partners, particularly on shared use, and scrutinise progress in this area, particularly at proposals for the development of the Sexual Assault Referral Centre (SARC) and Multi Agency Safeguarding Hub (MASH).

### *Maintaining and improving performance*

The Authority will strive to ensure that during significant periods of change, the policing service provided to the public of Staffordshire is not adversely affected. Through its Performance and Resources Committee, the Authority will be scrutinising in detail performance data in relation to the key objectives set by it for the Force to achieve over the coming year. In undertaking this work, the Authority will make extensive use of benchmarking data both around performance (such as iQuanta comparative data) and value for money (HMIC vfm profiles).

Extra scrutiny will need to be applied to budgetary matters during the year as the Authority wrestles with the implications of the four year Comprehensive Spending Review settlement, which will provide particular challenges in year 2 of the settlement (2012/13), together with the potential financial implications for the Olympics in 2012. The newly formed Finance Panel will undertake a detailed analysis of the budget proposals for the following year and ensuring that the budget in place for the new governance arrangements under the Police and Crime Commissioner will continue to deliver a level of policing which matches demand. Human Resources Committee will undertake further work on the staffing profiles of the force and examine how the changes in the profile of staffing can be effectively managed.

The Authority and Force has undertaken to recruit additional Special Constables to bring the total up to 500, which will provide additionality to the Force's strength over and above the regular officers. The Authority is a keen advocate of volunteering and through its Volunteers Committee, will oversee this programme and explore other areas where volunteering can be developed.

## Review of 2010/11

**Revised Governance arrangements:** The Authority in April 2010 received the final report of the 'Fit for Purpose' Review, which had been instigated in response to the findings of the pilot inspection of the Authority in 2009. The review made nineteen recommendations for ways in which the scrutiny function of the Authority could be enhanced and these recommendations were adopted by the Authority during the year. Following the change in government in June and the subsequent change in policing direction, coupled with changes to the staffing structure, with the retirement of the former Chief Executive and Deputy Chief Executive and the appointment of a new Chief Executive, there was a further need to review the way the Authority operated, particularly given the reduced number of staffing and the proposed changes to policing.

A further report was presented to members in February 2011 with proposals to focus the Authority's scrutiny on key areas of business, set out elsewhere in this Plan, allowing for extra capacity to help the Authority through its transitional period to the Police and Crime Commissioners, expected in May 2012.

**Improved performance:** During the year the Authority continued to effectively hold to account the force for performance and was pleased to note at the start of the year that eight out of ten of the performance targets it had set the force had been met or exceeded. The Authority focused on areas of concern, principally around improving detections for serious acquisitive crime and violent crime, and in September, considered the violent crime action plan which set out the Force's detailed response to the violent crime issue. Towards the year end the Authority was pleased to note significant improvement in these areas with the force reporting excellent performance against its peers.

**Police reform:** Following the publication of the Government's police reform proposals, the Authority made strong representations to the Government about its proposals to abolish police authorities, voicing serious concerns about the proposed new structures. Following publication of the Bill, the Authority's concerns continued and the Authority lobbied both government and interested stakeholders to secure amendments to the legislation to protect the interests of policing in Staffordshire. The lobbying will continue throughout 2011/12 until legislation is finally passed.

**Greater efficiencies:** The Authority worked with the Force to identify greater efficiencies in the way it delivers policing. The Authority supported the development of the Communities First change programme and scrutinised the proposals for the revised way of delivering local policing. The Authority has worked to build on the HMIC value for money profiles to identify areas where the Force could make further savings, and has worked with regional partners to drive forward collaboration across both the West Midlands region, agreeing the West Midlands Collaboration Strategy, as well as working with local authority partners in Staffordshire and Stoke on Trent to identify areas of mutual interest and possible areas for efficiency savings.

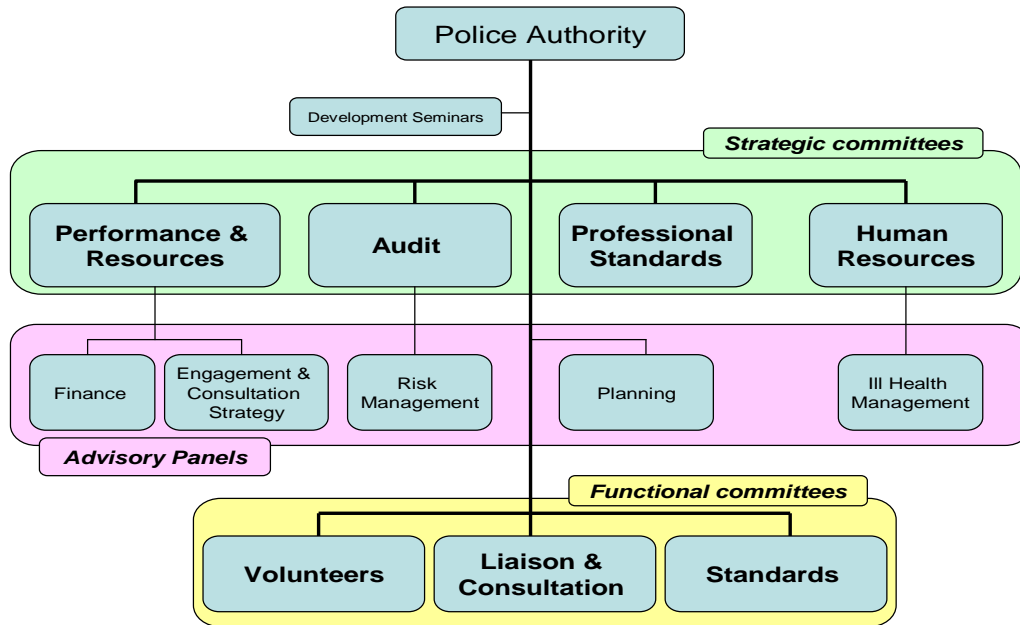
## Authority Budget

Set out below is the Authority's budget for 2011/12. The Authority has been keen that it shares the burden of the cuts falling on policing in general and the resultant budget, set out below, reflects a reduction of 22% over the previous year. The Authority will continue to explore ways in which it can seek further efficiencies in the way it delivers its core business, including opportunities for collaboration amongst police authorities.

Detail	Amount
	£
Salaries	225,700
NI and Pensions	56,100
Members Allowances and NI	248,200
Subsistence Expenses	4,500
Hotel and Accommodation	500
Conference Fees	8,000
Travel Costs	13,700
Staff Adverts	2,000
Training	1,500
Catering	1,200
IT	2,500
Telephones	1,000
Furniture and Equipment	1,100
Stationery	2,300
Media and Marketing	42,000
Printing	30,000
Consultants Fees	9,000
APA Subscription	38,590
Other Subscriptions	30,000
Custody Visitors Costs	14,000
Bank Charges	15,000
Donations	500
SCC Treasury Management Charges	24,760
SCC Property Charges	10,000
SCC Internal Audit Charges	50,000
External Audit	78,180
<b>TOTAL</b>	<b>910,330</b>

## Governance structures

The Authority undertook a 'Fit for Purpose' review in 2010 which looked at the way in which it carried out its governance function, reflecting on the pilot police authority inspection in 2009. This review has since been revisited and amended in line with the revised staffing structure now in place.



## Staffing structure

The Authority works closely with the Force and utilises its services in many business areas such as performance, engagement and finance. The Authority has a standalone secretariat which provides a bespoke support function to the Police Authority and ensures that the key targets of the Authority are effectively delivered through the above governance structure.

