

# Staffordshire Police Authority

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## Authority's Corporate and Business Plan – 2009/10

### 1. Introduction

1.1 The Staffordshire Police Authority is required to produce a three-year rolling Policing Plan and an Annual Report. The Policing Staffordshire Strategy and Plan 2009/12, incorporates the Policing Plan for 2009/10 and is available on the Authority's website <http://www2.staffordshire.gov.uk/policeauthority/index.htm>. From 1 April 2007, the Authority has not been required to produce a best value performance plan, though it retains the duty to secure best value.

1.2 The Corporate and Business Plan is a separate document from the three-year Plan 2009/12 (referred to in 1.1 above) and seeks to set out in a cogent fashion a statement of the Authority's vision, what it does, how it does it and how it seeks to improve, together with the Authority's proposals and priorities for the current financial year.

1.3 Quite deliberately the Authority has ensured that the Corporate and Business Plan is a relatively short document, setting out, in straightforward terms, information about the Authority and its priorities for the forthcoming year. The Authority intends the Plan to be a document which is updated annually and, as necessary, from time to time to reflect changing circumstances and priorities throughout the year and the version available on the Authority's website will include those changes.

1.4 Reference is made to other policies, strategies and documents within this Plan and these can be accessed via the Authority's website as referred to above.

### 2. The Authority's Key Functions and Responsibilities

2.1 The Authority has the following key functions:-

- to secure an efficient and effective police force for Staffordshire [Section 6(1)(a) of the Police Act 1996].
- to hold the Chief Constable of Staffordshire to account for the exercise of his functions and those of persons under his direction and control [Section 6(1)(b) of the Police Act 1996, as amended by Schedule 2 of paragraph 7(2) of the Police and Justice Act 2006].
- to secure best value [the Authority became a Best Value Authority under Section 3 of the Local Government Act 1999, as amended by Section 4 of the Police and Justice Act 2006].
- to make arrangements for obtaining: (i) the views of local people about policing of their area; and (ii) the co-operation of local people in preventing crime [Section 96 of the Police Act 1996].
- to promote equality and diversity within the Staffordshire Force and within the Police Authority [S2 of the Police and Justice Act 2006].

2.2 It also has a considerable number of key responsibilities that it is required to fulfil, and a summary of the major ones are set out in **Appendix 1**.

2.3 This Corporate and Business Plan identifies the Authority's Business Plan for 2009/10 and the framework which supports its vision, its priorities and its action plan.

### **3. The Authority's Vision**

3.1 To ensure an efficient and effective police service for the citizens of Staffordshire and those that work in or visit the Authority's area and in doing so to support the Force's vision of putting put the citizen at the heart of all that we do so that the Staffordshire Force inspires the greatest levels of trust and confidence amongst the communities we serve.

## **Business Plan 2009/10**

### **4. Key Developments**

4.1 The Policing Staffordshire – Strategy and Plan 2009/12 sets out, respectively, the key priorities for the Authority in the forthcoming year and the strategic vision to 2012.

4.2 The priorities reflect the views, desires and concerns identified through consultation and engagement with communities and local priorities established from these, as well as the Strategic Policing Priorities established by the Home Secretary.

### **Priorities and Objectives**

4.3 The Authority's overarching priority is to build on the successes of the Trust and Confidence Strategy of the Authority and the Force by ensuring that the Strategy continues to lead the agenda nationally and maintains ongoing progress on the two key objectives of (i) putting the citizen at the heart of everything they do and (ii) building increasing levels of trust and confidence amongst the communities we serve.

4.4 This is articulated more fully in the Trust and Confidence Strategy and underpins the Strategy and Policing Plan.

4.5 The Authority's role in relation to the Strategy is based on clearly stated objectives and outcomes and is underpinned by the following values:

- to support and challenge the Force in the joint objective of being the best, in respect of the strongest relationship with the communities it polices and in the trust and confidence it inspires in those communities.
- to ensure effective partnership engagement in, and contribution to, the building of trust and confidence within and from communities.
- to ensure that the Force delivers on the non-negotiable need (i) to reduce crime and maintain the downward pressure on criminals; (ii) to respond to the big operational challenges; and (iii) to lift the Force's performance in the way that services are delivered to the public, individuals and communities to establish, sustain and improve their confidence and trust in the Force.
- to reassure the people and communities of Staffordshire and to protect them from local crime and greater threats and to provide the best possible service to victims of crime.

- to support the Force and to hold the Chief Constable to account in meeting these challenges in order to deliver the highest quality of service.
- to support and encourage officers and staff to use their professional judgement and knowledge in dealing with matters to deliver effective, proportionate, common sense and satisfactory solutions and outcomes, underpinned by clear and consistent organisational values.
- to create, foster and sustain a problem-solving culture in both the Authority and the Force to deliver the necessary outcomes.
- to provide an environment that maximises the opportunity for all Authority and Force personnel to contribute fully to their own, and the organisation's development.
- to engender wholehearted support and effective challenge from the Authority across all aspects of the delivery of policing services by the Force and partners and to achieve and demonstrate success with this approach and the monitoring and evaluation of performance.
- to achieve, sustain and develop effective and appropriate relationships and communications between the Authority and the Force Executive and other relevant personnel.
- to ensure objectives and outcomes are achieved, by rigorous, relevant and timely scrutiny, challenge and performance management.
- to continue to promote and monitor the most effective use of resources.
- to ensure, so far as is practicable, that the Force and the Authority are properly and effectively resourced.
- to ensure ongoing review of the workforce mix of the Force and the Authority.
- to continue to develop and challenge the Authority's governance arrangements, to ensure it delivers on its duties, responsibilities, objectives and priorities and to ensure the effective use of members' skills, experience, time and commitment to those ends.
- to continue and to enhance member development and training
- to reinforce the ongoing commitment to equality and diversity in all aspects of the Authority's and the Force's work.
- to work effectively with partners at local, divisional, Authority and Force-wide, regional and national levels, including exploring the opportunities for shared services and greater collaborative working.
- to further develop appropriate co-operation and collaboration with relevant partners, including police authorities and forces in the region, and other public authorities.

- to ensure an effective national and regional voice and influence for both the Authority and the Force.
- to ensure effective engagement with, and feedback to, the public, so that they contribute to and support the Authority's and Force's aims and approach.
- to give a real say for the public on how they are policed and provide useful and cogent information to each household and/or communities on local policing, its impact on communities and how it reflects communities' wishes.
- to manage successfully the cultural shift required of both the Authority and the Force to achieve the required outcomes.
- to respond effectively to the challenges arising from the Policing Green Paper and developments arising there from.
- To monitor human rights issues both within the Authority and the Force.

### **Listening, Consulting, Engaging and Feedback**

4.6 The issues identified through the consultation and engagement activities have informed, and continue to inform, service improvement priorities and enforcement priorities. The priorities identified for 2009/10 are set out in **Appendices 2 and 3**.

4.7 Over the coming year, the Authority will continue to work with local communities and partners. This will include:

- active support for, and participation by, the Authority and the Force in the Staffordshire and Stoke-on-Trent Local Area Agreements.
- the continuing development of local engagement and feedback arrangements at neighbourhood and divisional level and the use of the Citizens' Panel.
- the development of Neighbourhood Newsletters to inform and feedback to communities.
- Police Authority consultation groups, which meet in public, at local venues and at regular intervals and upon which all Police Authority members serve.
- setting up close working links with identified community and representative groups, including local delivery of the Policing Pledge.
- strengthening existing networks with groups such as neighbourhood watch, local councils and community safety partnerships/crime and disorder reduction partnerships.
- further developing the role and effectiveness of Independent Advisory Groups at strategic and operational levels.
- increased use of new technology to ensure wider and effective consultation is carried out.

4.8 With a greater understanding of the roles and responsibilities of the Police Authority and the communities it serves, these partnerships can support the improved delivery of a genuinely relevant and accountable police service, assist in achieving the outcomes identified within the Trust and Confidence Strategy and ensure really effective communication and interface with neighbourhoods and communities.

4.9 Additionally, in developing its governance arrangements, the Authority will extend its accountability and accessibility, improve further partnership engagement with, and feedback to, communities and key stakeholders and increase the transparency of its strategy and policy development processes.

4.10 The Authority is also aware of the potential for the proactive use of media and marketing as an effective ally to achieving trust and confidence amongst communities and reinforcing the visibility, accessibility and public profile of members of the Authority, and will do so as and when appropriate.

### **Budget and Precept 2009/10**

4.11 The revenue budget for 2009/10 is £184.605m an increase of 3.25% on 2008/09. Most of this increase has been to take account of pay awards of around 2.6% and an increase in financing costs arising from the Capital Programme. Efficiency gains of some 3% are being sought in order to reinvest in frontline policing. The framing of the budget has been strongly influenced by the Trust and Confidence Strategy, which has been further supported to keep the increase in the precept at Band D to £172.71, an increase of only 3.94% or 13p per week.

4.12 The Trust and Confidence Strategy has also led to a change in the Authority's estates strategy, shifting the emphasis from a small number of larger, centralised facilities to the improvement/replacement of buildings at a more local level. There are plans to spend £11.1m in 2009/10 on building works, £4.8m on IS/IT replacements and developments and £3.9m on replacing vehicles/helicopter.

### **Police Authority Inspection – Staffordshire Pilot**

4.13 The Authority has been invited by Her Majesty's Inspector of Constabulary (HMIC) and the Audit Commission (AC) to be a pilot authority for the inspection of police authorities. It is likely that this pilot inspection, which has been welcomed by the Authority, will be undertaken during April 2009.

4.14 Staffordshire Police Authority will be the fourth pilot inspection. This inspection will test and develop the framework and methodology established by HMIC and the AC to be rolled-out to all police authorities from the summer of 2009 to the end of 2010. Learning from all four pilots will shape the final proposals for the inspection framework.

### **Action Plan**

4.15 The Authority has produced an Action Plan to support its Business Plan objectives and priorities for 2009/10.

4.16 The Action Plan (with milestones) is set out at **Appendix 4**.

## Corporate Plan

### Governance and Stewardship Arrangements

#### 5. Background

5.1 Governance is about how the Police Authority ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open and accountable manner. It encompasses the system of leadership, direction and control that the Authority has established to ensure that both it and the Force achieve the objectives and targets set and meet the aims set out in the Authority's Plan and Strategy. This includes the systems, processes, culture and values by which the organisation is directed and controlled, and through which it accounts to and engages with its communities.

5.2 Stewardship is the arrangements that the Authority has put in place to discharge its statutory duties, including appropriate financial arrangements, maintaining an adequate resource base and ensuring effective controls to safeguard from fraud and corruption.

#### Structure

5.3 The Authority has developed a comprehensive governance structure to ensure that it (i) effectively monitors, evaluates, scrutinises and challenges the Force's delivery and achievement of the objectives and targets set annually, in the Policing Staffordshire Strategy and Plan and the Business Plan 2009/10 and the longer term strategic objectives, (ii) engages and consults with citizens and communities and (iii) provides clear and useful information to the people it serves.

5.4 The Authority has adopted a Code of Corporate Governance which is reviewed annually. The Code describes how the Authority discharges its responsibilities and duties. Additionally, the Annual Governance Statement reviews and evidences how the Authority has complied with the code on an annual basis.

5.5 The Authority's Procedural Standing Orders have been reviewed and are also subject to periodic review.

5.6 The membership, terms of reference, delegations and minutes and reports of the individual committees etc are available on the Authority's website.

5.7 A summary of the Authority's governance structure is set out in **Appendix 5**.

#### Budget, Controls and Risk Management

6.1 In order to carry out its key responsibility of securing an efficient and effective police service (see paragraph 2.1 above) the Authority has to secure the preparation of a budget for the Force and the Authority which provides the basis for setting the precept on the local Council Tax payer. That budget is referred to in paragraph 4.11 above.

6.2 During the year the Authority monitors spending against the approved budget, approves the accounts after the year-end and receives reports from internal and external auditors.

6.3 The Authority has approved Contract Standing Orders and Financial Regulations to ensure the propriety of procurement and financial transactions and processes and to help

to protect police officers and staff who comply with them from any accusation of impropriety.

6.4 As part of its longer term planning processes, the Authority regularly considers updated medium term financial strategies which take account of Government spending reviews and policing policies, successive financial settlements and local circumstances, in order to forecast the impact of spending plans on future levels of Council Tax. In December 2007 the Government issued figures for the level of Government support to individual police authorities for the next three years. Assuming that the figure for 2010/11 is adhered to, the Authority has indicated that subject to external influences beyond the Authority's control, it should be possible to maintain the level of policing while keeping increases in precept within the Government's capping limits.

6.5 The Authority is also responsible for approving the capital spending of the Force and its funding through borrowing or other means. Capital expenditure includes the acquisition of land and buildings, construction, improvement and equipping of buildings, the replacement of vehicles and the acquisition and/or development of the information technology systems which underpin so much of modern policing. The latter is a major concern, and cost, for the Authority. The three-year capital programme is regularly reviewed to reflect new demands and affordability. Details of the capital programme for 2009/10 are outlined in paragraph 4.12

6.6 The management of risks to the Authority is another major concern. Those risks can be to people or property, to the continuity of the service or to the reputation of the Force and the Authority. Risks are regularly assessed against changing circumstances and steps are taken to control or mitigate those risks as far as practicable at economic cost.

6.7 The Authority receives independent financial advice from its Treasurer, while the majority of financial transactions and accounting are carried out on a day to day basis under the management of the Director of Resources, who is a member of the Force's Executive Team. The Treasurer to the Authority and the Director of Resources jointly ensure that the financial policies of the Force and the Authority are synchronised.

6.8 The Audit Commission has completed a review of the Use of Resources in all police authorities. Staffordshire was rated as \*excellent in four of the five categories under review, better than any other Authority and Force.

## **7. Best Value**

7.1 Under Part I of the Local Government Act 1999 the Police Authority is a Best Value Authority. As such it must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

7.2 As referred to in Section 1.1 above, from 1 April 2007, the Authority is not required to produce a best value performance plan. The Authority retains however the duty to secure best value.

## **8. Accessibility**

8.1 All the Authority's policies, plans etc are available on its website.

8.2 The Authority, with the Force, also publishes annually a "Safer Staffordshire" magazine, which includes information on Force performance, Police Authority members

and contacts, contact information for individual Divisions (to Community Beat Officer level), information on Force activities and HMIC assessments and other external and audit reports. This is sent free to all households in Staffordshire and Stoke-on-Trent and is included on the Force's website.

8.3 Neighbourhood newsletters are also produced and distributed throughout the year, reflecting matters of local community interest.

8.4 The Authority's Publication Scheme is available on the website, and provides information and advice as to where to obtain information. This addresses the requirements of the Freedom of Information Act and the Data Protection Act.

## **9. Standards and Conduct**

9.1 A Standards Committee (with two "Independent Persons") has been established by the Authority, under Part III of the Local Government Act 2000.

9.2 The Committee's role is to promote and maintain high standards of conduct by members, having regard to the Members' Code of Conduct and the Protocol on Member/Officer relations from time to time adopted by the Authority and, when appropriate, to consider and determine complaints made about alleged breaches of the Code by Members of the Authority. The Committee has in place appropriate Sub-Committees to consider such complaints in accordance with the relevant legal requirements.

9.3 All members have signed up to the Authority's Code of Conduct for Members and have received training on the principles and practice pertaining to the Code.

9.4 Details of the declarations of interest made by, and any receipt of hospitality by, members can be examined at the Chief Executive's Office.

9.5 The Committee also has an overview role in promoting the attainment of high standards of conduct by Police Authority staff.

## **10. Independent Custody Visiting**

10.1 The Authority has a statutory duty to establish an effective Independent Custody Visitors (ICV) Scheme. ICVs are volunteers drawn from the local community appointed by the Police Authority to observe, comment and report on the conditions under which people are detained at police stations.

10.2 Acting on behalf of the community, IVCs ensure that the rules applying to people detained in custody at police stations are properly administered in respect of the general conditions and the welfare of detainees, and support the Authority in ensuring compliance with the relevant safety and welfare requirements.

10.4 The ICV Scheme is greatly valued by the Authority and the Force for its role in ensuring and demonstrating public confidence and reassurance in respect of detainees.

## **11. Diversity and Equality**

11.1 The Authority has a general duty (under Section 71 of the Race Relations Act 1976), in carrying out its functions, to have due regard to the needs to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good race relations between people and different racial groups

11.2 It also has a specific duty to:

- Prepare, publish, review and update a Race Equality Scheme
- Monitor the Authority's and Force's employment procedures and practices

11.3 Further the Authority, under the Disability Discrimination Act 1995, as revised in 2005, has a disability equality "general duty" to tackle disability discrimination in a practical way. Basically the Authority must look at the following areas when carrying out its day-to-day work:

- promoting positive attitudes
- promoting equality of opportunity between people with a disability and other people
- eliminating unlawful discrimination
- taking account of people's needs, even if that means treating those with a disability more favourably than others.

11.4 It also has specific duties to:

- prepare, publish, review and update a Disability Equality Scheme
- involve people with a disability in the Scheme's Development
- monitor progress of the Scheme and action plan
- monitor the performance by the Force in complying with its duties under the Human Rights Act 1998

11.5 Members of the Authority work jointly in partnership with the Chief Constable and his team, and independent persons, through the Equality and Diversity Joint Board, to ensure that diversity and equality are an integral part of the Authority's Policing Plan and Strategy.

11.6 The Authority has now produced a single Equalities Scheme covering the various strands of diversity.

11.7 It has also established an Authority-wide Independent Advisory Group, to ensure access to a wide range of people who can, in giving strategic advice to the Authority and challenging on policy, procedures and the discharge of the wide range of its responsibilities, be representative of the minority ethnic groups, as well as the general population within Staffordshire. Similar arrangements are in place for local Independent Advisory Groups to provide support at operational level.

11.8 The approach of the Authority and the Force is to ensure that the promotion of equality and diversity is mainstreamed as an integral part of supporting all policies and practices, and the Authority has established sound monitoring and evaluation arrangements in respect of Equality and Diversity Action Plans and recruitment, promotion, training, grievances and employment tribunals.

## **12. Accountability, Engagement, Consultation and Feedback**

12.1 Effective means of consulting and engaging with local communities is essential if the Authority's plans and strategies are to address local needs and to ensure a customer focus/orientated approach to service delivery and feedback and to the success of the Trust and Confidence Strategy.

12.2 A vital part of this process is also to ensure feedback to individual groups who are consulted.

12.3 Annually the Authority produces and delivers a "Strategic Consultation Programme and Consultation/Engagement Development Action Plan", and this is evaluated and scrutinised through the Joint Consultation Strategy Panel, including monitoring performance in relation to trust and confidence and mapping progress on the Consultation and Engagement Framework.

12.4 Details of the consultation undertaken and the engagement arrangements for Police Authority members are set out in the Joint Annual Report and the Policing Plan.

12.5 The Authority has reviewed its engagement, consultation and feedback strategy and policy, and its involvement and co-operation with relevant partners, in the light of the Trust and Confidence Strategy.

12.6 From 2009 the Authority and the Force will issue an annual Safer Staffordshire magazine, and will address local issues through Neighbourhood Newsletters.

## **13. Partnership Working and Delivery**

13.1 The Authority and the Force clearly recognise that policing and community safety is not a matter only for the Police. If the Authority and the Force are to continue to deliver improved services, customer focus and reassurance and to deliver improved trust and confidence, this can only be achieved by working with local partners, communities and citizens to address local issues and priorities.

13.2 It is vital that both the Authority and the Force play full roles in the establishment of community safety strategies and priorities, through the Local Strategic Partnerships and the Local Area Agreements (LAA). The Chair of the Authority serves on the Staffordshire LAA Strategic Board and it is also represented on the Staffordshire LAA Safer and Stronger Communities Steering Group.

13.3 Central to delivering a safer Staffordshire are the Crime and Disorder Reduction Partnerships (CDRPs) and their respective Responsible Authority Groups (RAGs) which cover every part of the Authority's area, and are based on the District Councils and City Council boundaries.

13.4 The Authority has appointed member representatives to each of the nine RAGs/CDRPs, who work with a range of community representatives in developing and delivering strategies for policing and community safety in those areas. The member representatives report back to the Authority and the Force as appropriate on local concerns and priorities, including those affecting policing services in the community safety context.

13.5 The Authority and the Force are keenly aware of the importance of sharing information, consultation and objectives so that the approach to policing and community safety in the Policing Plan is clearly in concert with strategic and local crime and disorder strategies.

13.6 Further information on partnership activities is set out in the Annual Report and the Policing Plan.

#### **14. Information, Contacts and Comments**

14.1 If you require any further information on the Plan and the policies and documents referred to in it you can:-

- Write to the Chief Executive of the Authority at Police Headquarters, Cannock Road, Stafford ST17 0QG
- Visit the Authority's website at [www2.staffordshire.gov.uk/policeauthority](http://www2.staffordshire.gov.uk/policeauthority)
- Telephone (01785) 232241
- E-mail: [alyson.holmes@staffordshire.pnn.police.uk](mailto:alyson.holmes@staffordshire.pnn.police.uk)

**M.J.D. POULTER, MBE**  
Chair

**A.R. WALLIS**  
Chief Executive

**P.G. BRINDLEY**  
Treasurer

## **STAFFORDSHIRE POLICE AUTHORITY**

### **Summary of Police Authority Statutory Duties and Responsibilities**

#### **Police Authorities' key functions are:-**

- To secure an efficient and effective police service for its area and to hold the Chief Constable to account for the exercise of his/her functions and those of persons under his/her direction and control (S6, Police Act 1996 and S2, Police and Justice Act 2006 – S7(2) (b) of Schedule 2)
- To secure best value (S3, Local Government Act 1999 and S4, the Police and Justice Act 2006)
- To make arrangements for obtaining
  - the views of local people about the policing of their area; and
  - the co-operation of local people in preventing crime and anti-social behaviour in their area (S96, Police Act 1996 and S2 of the Police and Justice Act 2006 – S30 (2) of Schedule 2)
- To promote equality and diversity within the force and within the authority (S2, Police and Justice Act 2006 – S6ZA (2)(c), Police Act 1996 – SI 2008 No. 82)

#### **The key responsibilities that police authorities are required to fulfil as part of their functions are:-**

- to determine the local priorities for policing – after consulting local people and the Chief Constable (S7 and S96, Police Act 1996)
- to monitor the performance of the Force in carrying out the Policing Plan and to secure that arrangements are made for the Force to co-operate with other police forces whenever necessary or expedient (S2, Police and Justice Act 2006 – S6ZA (2)(b) and 6ZB, Police Act 1996 – SI 2008 No. 82)
- to collaborate with other police authorities to jointly provide equipment, premises, or other material or facilities, where appropriate (S23, Police Act 1996)
- to publish annually a policing plan, (to be consistent with the Secretary of State's Strategic Policing priorities, local policing objectives and any performance targets set by the Authority), setting out policing objectives for its area for the year and arrangements for the policing of the area for a three year period (S8, Police Act 1996 and S2 and 4 of the Police and Justice Act 2006 – S6ZB, Police Act 1996)
- to produce annually a local policing summary (S157, Serious and Organised Crime and Police Act 2005)
- to report back to local communities at the end of the year on the extent to which the policing plan has been met (S9, Police Act 1996)
- to monitor the performance of the Force in complying with the duties imposed on it by the Human Rights Act 1998 (S6ZA (2)(a)(i), Police Act 1996 – SI 2008 No. 82)

- to have due regard for the need to:
  - eliminate unlawful racial discrimination
  - promote equality of opportunity and good relations between persons of different racial groups (S71(1), Race Relations Act 1976 and S2, Race Relations (Amendment) Act 2000)
- to monitor and scrutinise the Authority's and Force's employment procedures and practice (Race Relations Act 1976 (Statutory Duties) Order 2001 – SI 2001/ 3458)
- subject to the approval of the Secretary of State, to appoint the Chief Constable, the Deputy Chief Constable and the Assistant Chief Constables (ACPO rank officers) (S11, Police Act 1996 and S123, Criminal Justice and Police Act 2001)
- to suspend and, where appropriate, be the disciplinary authority for the Chief Constable, the Deputy Chief Constable and the Assistant Chief Constables (S11 and 12, Police Act 1996)
- to hold the Police Fund and maintain accounts (S14, Police Act 1996)
- to agree the police budget and set the precept (S19, Police Act 1996 and S40, Local Government Finance Act 1992)
- to nominate one or more members of the authority to answer questions on the discharge of the authority's functions at a meeting of a relevant council when given reasonable notice of this by the council (S20, Police Act 1996)
- to decide the charges for the provision of special police services (S25, Police Act 1996)
- to provide advice and assistance to an international organisation, institution or a police body outside the UK, subject to the consent of the Home Secretary, for which the authority can charge (S26, Police Act 1996)
- to monitor and scrutinise the use of stop and search and stops by the Force (Home Office Recording of Stops – Implementation Guide 2004)
- to comply with any Codes of Practice issued by the Secretary of State relating to the discharge of police authority functions (S39, Police Act 1996)
- to comply with any direction made by the Secretary of State following an adverse report by HMIC (S40, Police Act 1996)
- to comply with any direction made by the Secretary of State as to the budget requirement (S41 and 41A, Police Act 1996)
- to comment on any HMIC report on the force and any comments made by the chief constable about the report and to publish those comments (S55, Police Act 1996)
- to investigate complaints about the conduct of ACPO rank officers or where appropriate refer complaints to the IPCC (S13, Police Reform Act 2002)

- to keep itself informed of the working of the complaints and discipline procedures, including direction and control matters (S77, Police Act, 1996 and S14(2) and 15(2), Police Reform Act 2002)
- to have regard to any guidance issued by the Home Secretary or the IPCC on complaints or disciplinary matters (S83 and 87, Police Act 1996 and S22, Police Reform Act 2002)
- to pay out of the Police Fund any damages or costs awarded against the police in respect of torts or in relation to the settlement of a claim (S88, Police Act 1996)
- to receive grants from any local council which falls wholly or partly within the authority area either unconditionally or, subject to conditions agreed with the chief constable (S92, Police Act 1996)
- to accept gifts of money or gifts and loans of other property, including commercial sponsorship of any activity of the authority or force on such terms as appear to it to be appropriate (S93, Police Act 1996)
- work together with other 'responsible authorities' in formulating and implementing crime and disorder strategies for each district/unitary in its area (S5, Crime and Disorder Act 1998)
- to exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area (S17, Crime and Disorder Act 1998)
- to comply with the requirements of the Freedom of Information Act 2000
- to maintain an effective Independent Custody Visitors scheme (S51, Police Reform Act 2002)
- to compile and maintain a list of Independent Persons to sit on certain misconduct panels arising from a complaint (Police Reform Act 2002, Part 2 Complaints and Misconduct and Part 3 Disciplining of Police Officers)

2/PA duties & resp/March.2008

**SUMMARY OF POLICE SERVICE  
IMPROVEMENT PRIORITIES  
2009/10 FROM PUBLIC  
CONSULTATION**

	ASB Victim Survey	Crime Victim Surveys	Citizens' Panel/IAG	Meetings	Complaints	Feeling The Difference
Visibility/Patrol			√	√		√
Police Numbers				√		
Response	√	√				
Follow up/ Feedback	√	√				
Police Attitude/Professional Standards	√	√			√	
Dealing with what matters to people, including minor crime	√	√		√		√
Public Amenities						√
Fairness & Equality			√			
Local Influence/ Public Participation			√			
Funding/ Value For Money			√	√		

SUMMARY OF POLICE ENFORCEMENT PRIORITIES 2009/10 FROM PUBLIC CONSULTATION	Citizen Contact Records (CCR)	Feeling The Difference	Meetings
<b>ASB/Nuisance</b>			
Teenagers hanging around/street gangs	√	√	√
General ASB	√	√	√
Rowdy behaviour	√	√	√
Nuisance neighbours	√		√
Litter/ Rubbish/ Fouling	√	√	√
<b>Public safety/partnership</b>			
Parking	√		√
Speeding	√		√
General partnership issues	√		√
Other traffic	√		√
<b>Crime</b>			
Criminal damage	√		√
General theft (including shop theft)	√		
Theft from motor vehicles	√		
Burglary	√		
<b>Drugs &amp; Alcohol</b>			
Drug dealing	√	√	√
Under age drinking	√	√	√
Street drinking/alcohol related disorder	√	√	√
Drug misuse	√	√	√

## Business Plan 2009/10

## Action Plan

Governance Body - Topic	Action	Milestone Target	Responsible
<b>Police Authority</b>			
(1) Three year rolling Strategy and Plan – Joint Annual Report	Developing priorities and targets – local and Home Secretary’s Strategic Policing Priorities	Development Seminar – January	<ul style="list-style-type: none"> <li>- Chief Constable</li> <li>- Chief Executive</li> <li>- Authority members</li> </ul>
	Approval – Strategy and Plan	Police Authority February	<ul style="list-style-type: none"> <li>- Authority members</li> </ul>
	Approval – Joint Annual Report	Police Authority June	<ul style="list-style-type: none"> <li>- Authority members</li> <li>- Chief Executive and Chief Constable</li> </ul>
(2) Trust and Confidence Strategy – Update and Progress with the on-going Strategy	Review and scrutinise progress and developments	Police Authority and Joint Consultation Strategy Panel - Standing Item	<ul style="list-style-type: none"> <li>- Chief Constable</li> <li>- Deputy Chief Constable</li> <li>- Authority members</li> </ul>

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
(3) Revenue Budget, Efficiency Plan (local targets), Medium Term Financial Strategy (MTFS)	Provisional Revenue Outturn (previous year)	Police Authority June	- Treasurer
	MTFS – Review	Police Authority – July	- Treasurer
	MTFS – Update Proposals for consultation on budget	Development Seminar – September	- Treasurer - Chief Constable - Authority members
	MTFS – Update	Police Authority – December	- Treasurer
	Provisional Financial Settlement	December	- Treasurer
	Revenue Budget, Efficiency Plan, Council Tax, Consultation Feedback Review of priorities and options	Development Seminar – January	- Treasurer - Director of Resources - Chief Constable - Authority members
	Revenue Budget, Efficiency Plan, precept Approval	Police Authority – February	- Authority members - Treasurer
(4) Revenue Monitoring/Outturn	Revenue Monitoring  Provisional Revenue Outturn (previous year)	Police Authority – Standing Item Police Authority - June [Statement of Accounts Post audit Reform and Performance Management Committee September]	- Treasurer - Chief Constable - Authority members
(5) Capital Programme	Provisional Capital Programme Outturn for previous financial year	Police Authority – June	- Treasurer - Chief Constable
	Update and Review	Police Authority - October and December	- Treasurer - Chief Constable
	Capital Programme –	Police Authority -	- Treasurer

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
	Approval	February	- Chief Constable
	Joint Capital Programme Working Party	January each year	- Members of the Working Party - Treasurer - Chief Constable - Chief Executive
(6) Performance Monitoring and Scrutiny	Review Force's performance against key priorities and targets, including delivery of the national and local elements of the Policing Pledge	Police Authority (quarterly) Members' Meeting (quarterly). Reform and Performance Management Committee – Standing Item	- Authority members - Chief Constable
(7) Police Authority's Capacity - Inspection of Police Authority	Consider implications and planning required, including implications of the Government's response to consultation on the Policing Green Paper  Report to Police Authority – plan for actual Inspection as advised by HMIC/Audit Commission	Development Seminar April 2009  11 February 2009 (or when available if later)	- Chair and Chief Executive  - Chief Executive - Treasurer - HMIC/Audit Commission
(8) Governance Structure and Arrangements	Review of structure and appointments	Police Authority – Annual Meeting and when necessary	- Authority members - Chief Executive
(9) Annual Governance Statement	Review and evidence of adherence to code of Corporate Governance	Police Authority – June (on recommendation of Reform and Performance)	- Authority - Reform and Performance Management Committee - Chief Constable, Treasurer

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
		Management Committee (in April)	and Chief Executive
(10) Member Allowances and Expenses Scheme	Review and publicise scheme	Police Authority – December	- Authority members - Chief Executive - Treasurer
(11) Calendar of Meetings	Approval annual calendar	Police Authority – December	- Authority members - Chief Executive
(12) Crime and Disorder Reduction Partnerships	Annual update and review	Police Authority – June	- Authority members - Chief Constable
	Periodic Member updates	Police Authority – Standing item	- Authority members
(13) Members' Training and Development	In-depth consideration of specific topics and skills and knowledge development	Development Seminar (4 x pa) and Members' Meetings (12 x pa)	- Authority Members - Officers of the Authority and the Force
	Specific training on ACPO recruitment and selection	As recruitment requires	- Authority and Human Resources Committee (as Selection Panel) - Chief Executive, Deputy Chief Executive - External input - external consultants
	Performance Development Reviews	April and May (annually)	- PA members - Chair and Vice – Chair of Authority - Chief Executive, Deputy Chief Executive
	Induction of New Members	June/July of year of appointments and ad-hoc	- Chair and Vice Chair of Authority - Chief Executive, Deputy Chief Executive - Chief Constable - Treasurer
(14) Corporate and Business Plan	Draft and approve the annual Plan	February	- Chief Executive, Deputy Chief Executive

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
			- Treasurer - Chair of Authority
(15) Policing and Crime Bill	Review the Bill's development and implications for the Authority	April 2009 onwards	- Authority - Working Group
<b>Reform and Performance Management Committee</b>			
<b>External Audit</b>			
(1) Audit Plan	Indicative Plan Updated Plan	September November/January	- External Audit (PwC)
(2) Use of Resources (PURE)	Progress (2008/09) Preliminary conclusions for discussion (2008/09)	April June	- External Audit (PwC) - Treasurer - Committee
	Auditor's Assessment	September	- External Audit (PwC)
	National Results Summary (2008/09)	January	- Audit Commission's Publication
	Use of Resources/ Comprehensive Area Assessment	January	- Treasurer
(3) Audit Memorandum	Report of those charged with Governance (ISA 260 report)	September	- External Audit (PwC)
(4) Opinion on Financial Statements (including PURE)	Presentation and consideration of opinion	September	- External Audit (PwC)
(5) Audit Letter	Presentation and consideration of letter	November	- External Audit (PwC)
<b>Governance and Statement of Internal Control (SIC)</b>			
(6) Draft Annual Governance Statement (including SIC)	Endorsement, comment and reference to Police	April (PA June)	- Treasurer - Chief Constable

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
	Authority in June		- Committee
(7) Review of Operation of Internal Controls	To review the system	January	- Treasurer - Chief Constable - Committee
<b>Internal Audit</b>			
(8) Strategic Internal Audit – Plan 2008/09	Consideration of Plans proposals and approval	April	- Treasurer - Internal Audit - Committee
(9) Review of Internal Audit	Review required by Account and Audit Regs	April	- Treasurer - Internal Audit - Committee
(10) Internal Audit Strategy 2009/10	Consideration and approval	April	- Treasurer - Internal Audit - Committee
(11) Internal Audit Plan	Progress Outturn 2008/10	Standing item June	- Treasurer - Internal Audit
(12) Internal Audit Recommendations	Force progress	Standing item	- Treasurer - Head of Finance
(13) Fraud Initiative	Audit Commission National Initiative	September	- Treasurer - Internal Audit
(14) Draft Statement of Accounts	Draft 2008/9 Required by Account and Audit Regulations 2007	June	- Treasurer - Head of Finance
	Post Audit	September	- Treasurer - Head of Finance
<b>Risk Management</b>			
(15) (i) Authority Risk Register  (ii) Force's risk management arrangements	Review, scrutinise and update Report on adequacy of arrangements	April and November  April	- Treasurer - Risk management Working Group - Committee - Chief Constable

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
(16) Management of Police Information	Progress and update	April and September	- Deputy Chief Constable
<b>Inspection and Audits</b>			
(17) Outcomes, recommendations and actions plans	Review and scrutinise actions	Standing item – As available	- Deputy Chief Constable
(18) Performance Monitoring – Policy Plan, APACS and Local Indicators	Review, question and scrutinise	Standing Item	- Deputy Chief Constable
(19) Annual Police Performance Assessment (Home Office)	Review of data, progress, issues and implications	November	- Deputy Chief Constable
<b>Police Reform/ Policing and Crime Bill</b>			
(20) Review of Key Developments	To consider the developing landscape and important issues for the Authority	Standing Item	- Chief Executive/Deputy Chief Executive
<b>Procurement</b>			
(21) Transport, procurement, supplies and services	Annual review	June or September	- Chief Constable
<b>Business Planning/National Intelligence Model</b>			
(22) Authority and Force Strategy and Plan and Annual Report	Business planning process and timetable	November	- Deputy Chief Constable
	Priorities, targets (including local) and process to approval and publication	January	- Deputy Chief Constable
<b>Performance Monitoring</b>			
(23) Policing Plan, APACS, local indicators, Human Rights duty	Scrutiny and challenge of performance and outcomes	Standing Item	- Deputy Chief Constable
<b>Human Resources Committee</b>			
(1) HR Plan (including local targets)	Approval	April (review progress November)	- Chief Constable - Director of Resources
(2) Training and Development Plan	Approval	April (review progress November)	- Chief Constable - Director of Resources

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
(3) Occupational Health Safety and Welfare and DDA Plan	Approval	April (review progress November)	- Chief Constable - Director of Resources
(4) Ill-Health- Regulation H1 Cases	Annual Review	April	- Chief Constable - Director of Resources
(5) Annual Equality and Diversity Monitoring Report	Review and Scrutiny	November	- Chief Constable - Director of Resources
(6) Key Performance Indicators - HR, Training/Development, Occupational Health Safety Welfare and DDA	Review and Scrutiny	July and January	- Chief Constable - Director of Resources
(7) 30 + Scheme	Review and Scrutiny	April	- Chief Constable - Director of Resources
(8) Special Priority Payments Scheme	Review and Approval	April	- Chief Constable - Director of Resources
(9) Reports of Lead Members	Update and review	April and November	- Lead Members - Deputy Chief Executive
(10) Training Evaluations	Scrutiny	Standing item	- Deputy Chief Executive
(11) HMIC's Workforce Inspection 2010	Review and challenge progress specified in Government's response to Policing Green Paper	July and January	- Committee - Director of Resources
<b>Professional Standards Committee</b>			
(1) Annual Report – Confidential Report Facility (whistle blowing)	Review and scrutiny	April	- Deputy Chief Constable - Head of Professional - Standard Unit (PSU)
(2) Exceptions from Speeding Regulations – police officers	Annual review and scrutiny	April	- Deputy Chief Constable
(3) Complaints - Annual Report and Review	Scrutiny and management and delivery aspects and lessons	July	- Deputy Chief Constable - Head of PSU
(4) Civil Claims – Annual Report	Review and scrutiny	July	- Deputy Chief Constable - Force Risk Manager
(5) Biannual attendance of and meeting with IPCC Regional Commissioner	Debate, discussion and exchange of views	July and January	- Chair of Committee - IPCC Regional

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
			Commissioner - Committee
(6) Stop and search, stop only and stop and account analysis	Review, scrutiny and disproportionately	Standing item	- Deputy Chief Constable
(7) Direction and Control analysis	Review and scrutiny	Standing item Annual review and analyses - July	- Deputy Chief Constable - Head of PSU
(8) Complaints – Analysis	Scrutiny and file review	Standing item	- Deputy Chief Constable - Head of PSU
(9) Implications of new Regulations – effective from 1 December 2008	Update and review	Standing Item	- Deputy Chief Constable - Head of PSU
(9) IPCC – Involvement in cases – update	Review and Scrutiny	Standing item	- Deputy Chief Constable - Head of PSU - Regional IPCC
(10) Freedom of Information Act Requests	Analysis, review and scrutiny	Standing item	- Deputy Chief Constable - Head of PSU
(11) Letters of Appreciation	Review	Standing item	- Deputy Chief Constable - Head of PSU
(12) Suspended Officers – Misconduct Matters	Review and Scrutiny	Standing item	- Deputy Chief Constable - Head of PSU
<b>Custody Visitors Committee</b>			
(1) Annual Reports from Panel Co-ordinators	Review, analysis, discussion, exchange of views and information	June and July	- Chief Executive
(2) Annual Meeting with Panel co-ordinations	Focus on Panel co-ordinators concerns, input and issues	March	- Chief Executive
(3) Appointment of Independent Custody Visitors	Selection for consideration and appointment for probationary period	As required	- Chief Executive
<b>Joint Consultation Strategy Panel</b>			
(1) Strategic Consultation Programme and Consultation/Engagement Development Action Plan	Review, develop scrutinise and approve (as required) the	June, October and January	- Chair of Panel - Deputy Chief Constable - Deputy Chief Executive

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
	strategy policy and delivery, including partnership engagement		
(2) Performance in relation to Trust and Confidence	Review update of performance against key indicators	June, October and January	- Chair of Panel - Deputy Chief Constable
(3) Potential Development items for Programme and Action Plan	Review proposals and options	October	- Chair of Panel - Deputy Chief Constable - Treasurer - Deputy Chief Executive
(4) Mapping Progress to the Consultation/Engagement Framework	Monitoring and scrutinising progress	June, October and January	- Chair of Panel - Deputy Chief Constable
<b>Equality and Diversity Joint Board</b>			
(1) Equality Scheme 2008/11	Evaluate delivery of action plan and undertake annual review of scheme, including EIAs	May – full action plan February and October – exception reports updates	- Chair of Group - ACPO Lead - Head of Diversity - Deputy Chief Executive
(2) Performance Hub - Update	Review, scrutiny and challenges against key areas and indicators (including local indicators)	Standing item	- ACPO Lead - Head of Diversity - Relevant Force Personnel
(3) Association of Police Authorities (APA)/Network and other updates	Review and scrutiny	Standing item	- APA Lead BME Member
(4) Tactical Diversity Group	Review of activities, achievements and challenges	Standing item	- Head of Diversity
(5) Tensions within Communities	Current overview and issues	Standing item	- Head of Diversity

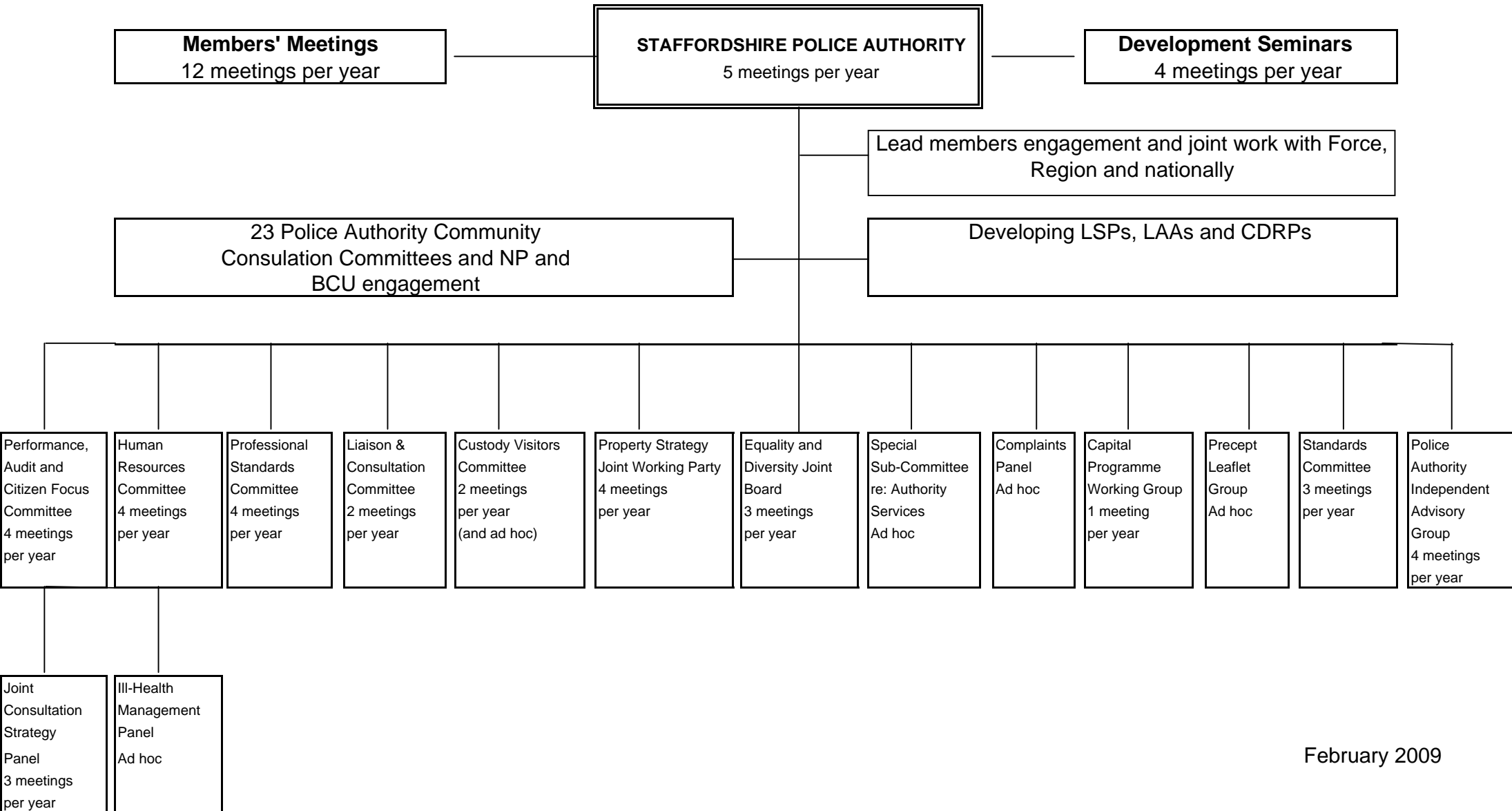
<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
(6) Divisional Perspectives, Staff Associates and Support Associations	Update and review of issues, actions and priorities	Standing item	- Head of Diversity - Divisional Representatives - Staff Association Representatives - Support Association Representatives
(7) Diversity Training	Update on Authority and Force Aspects	Standing Item	- Deputy Chief Executive - Head of Diversity
(8) Procurement Content	Analysis of diversity issues and outcomes impacting on procurement	May	- Head of Diversity - Force Procurement Lead
(9) Strategic Direction – Force Diversity	To review current issues and developments at local, force, regional and national level	Standing item	- Head of Diversity
<b>Property Member/Officer Working Group</b>			
(1) Property Strategy project planning and delivery and performance on planned maintenance	Detailed review and considerations – to inform recommendations to PA on Capital Programme and Capital funding	April, June and December	- Group - Chief Constable - Treasurer - Chief Executive - Property consultant
<b>Capital Programme Joint Working Group</b>			
(1) Prioritisation of business cases for Capital Programme in next financial year	Detailed consideration of capital bids for the following year	January	- Group - Chief Constable - Treasurer - Chief Executive
<b>Special Sub-Committee re: Authority Services</b>			
(1) Service Provision to PA	Review of service provisions, SLCs and	December or January	- Sub-Committee - Chief Executive

<b>Governance Body - Topic</b>	<b>Action</b>	<b>Milestone Target</b>	<b>Responsible</b>
	costs/budget		<ul style="list-style-type: none"> <li>- Treasurer</li> <li>- Chief Constable</li> <li>- Property Consultant</li> </ul>
(2) PA Officers	Consideration of succession planning and appointment of PA Executive Officers	As required	<ul style="list-style-type: none"> <li>- Sub-Committee</li> <li>- Chief Executive</li> <li>- Deputy Chief Executive</li> <li>- Treasurer</li> </ul>
<b>Police Authority's Independent Advisory Group</b>			
(1) Independent Invitees – strategic issues, topics and questions of the Authority and Force	Independent views and challenges with responses and action	October and February	<ul style="list-style-type: none"> <li>- Independent Invitees</li> <li>- PA Members</li> <li>- Deputy Chief Constable</li> <li>- Chief Executive</li> </ul>
(2) Force/Authority IAG Structure and Landscape	Update review and perform issues	October and February	<ul style="list-style-type: none"> <li>- PA Members</li> <li>- Deputy Chief Constable</li> <li>- Head of Diversity</li> <li>- Chief Executive</li> </ul>
(3) Training and Conference	Reports on and feedback from conferences, training etc	October and February	<ul style="list-style-type: none"> <li>- Attendees of conferences, training etc (PA Members, Independent Invitees, Authority and Force Personnel)</li> </ul>

**DMcB/OX462Z**  
**February 2009**

**POLICE AUTHORITY - GOVERNANCE STRUCTURE**

**Appendix 5**



February 2009