



Agenda

2 October 2008

FINANCE COMMITTEE

Bridgebury House, Woburn Road, Kempston, Bedford MK43 9AX

For further information, or to see the papers, please contact the Police Authority:



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To: **Members of the Bedfordshire Police Authority
Finance Committee**

(Mr T Brown, Mr P Conniff, Mr M Farooq, Mrs E Horrocks, Mrs L Hockey, Mr M Pantling, Mr R Saleem Mr B Spurr, and Mr R Younger)

A meeting of the **FINANCE COMMITTEE** of the **Bedfordshire Police Authority** will be held at **Bridgebury House, Woburn Road, Kempston**, at **10.00am** on **Thursday 2 October 2008**

JANET WARDELL
Member Services Support Manager

AGENDA

(*indicates that a supporting document accompanies this Agenda)

1. To confirm the minutes of the meeting held on 24 June 2008.

By Chairman - minutes*

2. Matters Arising

3. Declarations of Interest

To receive any personal or prejudicial interests from Members

4. Police (Property) Regulations 1997

(a) Presentation on the work of the Bedfordshire Police Partnership Trust by Mr Brian Prickett, the Director of the Partnership

(b) Report* of the Chief Executive/Treasurer

5. Management of Police Information (MOPI)

Presentation by Assistant Chief Constable, John Fletcher

6. Revenue Budget, Capital Programme and Efficiency Plan - 2008/2009 - Performance

(a) Revenue Budget – Report* of the Chief Constable

(b) Capital Programme - Report* of the Chief Constable

7. Treasury Management - Operations Report – 2008/09

Report* of the Chief Constable

8. Financial Strategy Review – Update

Report* of the Chief Constable and Chief Executive/Treasurer

9. HMIC Finance and Resources Analysis 2007/08

Report* of the Chief Constable

FINANCE COMMITTEE

24 June 2008

PRESENT

Mr R Younger (In the Chair)

Mr M Farooq, Mrs E Horrocks, Mrs L Hockey, Mr M Pantling, Mr R Saleem and J Wells

Apologies for absence were received from Mr P Conniff and Mr B Spurr

08/QF/11

CAPITAL PROGRAMME – 2007/2008 – OUTTURN AND FINANCING

The Chief Constable and the Chief Executive/Treasurer submitted a joint report on the Capital Programme Outturn for 2007/2008 and the proposed method for financing that expenditure.

The report set out the actual payments in 2007/2008, of £2.148M, compared to the approved Capital Programme, of £6.880M. It was noted that the resources available in 2007/8 exceeded the requirement to finance expenditure by £4.732M and the method of financing this was considered.

The Committee noted that the variance in the programme was due to both slippage and underspendings within the IS/IT and Estate Strategies.

The Assistant Director (Resources) highlighted the projects that had not been completed and the reasons for the slippage in the 2007/08 programme. The main variance in the Estates Strategy related to the slippage in the Greyfriars replacement programme and in the IS/IT Strategy the main variances related to delays in the collaboration process involved for the implementation of the Command and Control system along with the national delivery of MOPI (Management of Police Information) systems. Members were however assured that there would be no major impact on performance arising from the slippage in the IS/IT Strategy.

RECOMMENDED

1. That the Capital Expenditure Outturn for 2007/2008 of £2.148M

be noted

2. That the method proposed for financing Capital Expenditure in 2007/2008 as now reported, be approved.

It was also

RESOLVED

That the arrangement for the carry forward of resources of £4.732M from 2007/2008 to 2008/2009, as now reported, be approved.

08/QF/12 2007/2008 REVENUE BUDGET - FINAL OUTTURN

The Committee considered a joint report of the Chief Constable and the Chief Executive/Treasurer which set out the Final Outturn on 2007/2008 Revenue Budget and the proposed financing of the overspending.

It was reported that the Final Outturn for 2007/2008 totalled £89.793M which provided an underspend of £1.418M. The underspending, was a variation of approximately 1.5% on overall resources and was £0.188M more than that reported to the Committee in February.

The main reasons for this variance had been due to additional income from the NPIA in relation to airwave, slower progress in actual expenditure of the PSA reward grant for use in drugs and offender management and minor increases in expenditure offset by additional mutual aid income.

An analysis of the total variation with a Divisional breakdown was appended to the report.

The report also set out the suggested utilisation of the resources available from 2007/08. The proposals identified funding for specific projects under the devolved budget management scheme and a number of 'one-off' performance initiatives. The underspend would also allow for additional monies to be placed into the capital expenditure reserve and the Police Authority budget .

The levels and scope of grants and reimbursements received from the Home Office in 2007/08 were also detailed in the report.

Whilst considering the outturn for 2007/08, the Chief Executive/Treasurer considered that it was appropriate for the policy on reserves to be reviewed given that the last review was undertaken in 2005 and since that time there had been both national and local

changes that impact upon reserve levels. These related to changes to police pensions legislation, the requirement to replace Greyfriars Police Station, the collaboration programme and changes in levels of self-insurance. To take account of these changes a revised Policy had been produced which incorporated a new earmarked reserve for collaboration/performance issues as well as one-off costs that may be associated with the Olympic Games in 2012. A review had also been undertaken of actual levels of general reserves and earmarked reserves and the revised levels were detailed in the report.

RECOMMENDED

That approval be given to the proposed use of the underspending for 2008/2009, attached at Appendix A.

It was also

RESOLVED

1. That the revised policy on reserves be approved
2. That the re - statement of reserves as detailed in the report now submitted be approved.

08/QF/13

REVIEW OF FINANCIAL REGULATIONS

The report of the Chief Executive/Treasurer was submitted which set out the proposed changes to the Financial regulations .The last review had been undertaken in 2004 and the amendments proposed reflected changes in responsibilities and job titles. In addition to these changes the language used in the document had been modernised to maintain the effectiveness and clarity of Financial Regulations. It was intended that the Regulations be reviewed annually.

In discussing the content of the Regulations Members agreed that there should be specific reference to the following :

- The Chief Executive's role in the ensuring effective systems of internal control
- To evaluate returns on investment
- The Police Authority's role in agreeing the use of underspends

RECOMMENDED

That the Authority approves the proposed changes to Financial Regulations to come into effect from 19 July 2008 and that an annual review of Financial Regulations be considered by the Finance Committee in June each year

08/qf/14 **MINUTES**

The minutes of the meeting of the Committee held on 30 January 2008 were confirmed.

08/qf/15 **MATTERS ARISING**

Minute 08/qf/5 – Matter Arising Review of Doctors Fees and Interpreters

The Assistant Director (Resources) confirmed that the review of Doctors Fees and Interpreters fees would be presented to the Audit and Business Assurance Committee on 23 September 2008

08/qf/16 **COMUNICATIONS**

The new Chair of the Committee expressed his thanks for the support and experience given by John Wells' to members of the Authority, the Police services and the public of Bedfordshire ,during his time as Chair of the Committee

08/qf17 **DECLARATION OF INTERESTS**

There were no declarations of personal or prejudicial interests from Members

08/qf18 **MOBILE CUSTODY VEHICLE**

The report of the Chief Constable was submitted which provided an assessment of the use of the Mobile Custody Unit (MCU).

The assessment concluded that the use of the MCU did not justify the on going costs. The report provided two options for its future use which centered on the replacement of the Police Operations Command (POC) as the current vehicle was coming to the end of its operational life and collaborating with Hertfordshire on the provision of a new vehicle.

Option 1 was to dispose of the MCU by selling it on the open market. Such a sale was around £15,000. This money would then be put towards the purchase of a new bespoke silver command vehicle to replace the POC.

Option 2 was to convert the MCU into a POC.

Both options would require additional one-off capital investment in 2008/09 ranging from £7-10K for option 2 and £15K for option 1, however this would be met from within existing resources. Option 1 represented the best value for money given that the HGV status of the MCU presented difficulties around its deployment

RESOLVED

The Mobile Custody Unit be disposed of by selling it on the open market and that the money be put towards the purchase of a replacement Police Operations Vehicle in collaboration with Hertfordshire Constabulary.

08/qf19

POLICE ESTATE – ANNUAL REPORT

The report of the Chief Constable was submitted on the current situation regarding property owned by the Police for operational use and residential use. The report provided details of disposal of the police housing stock and progress on the improvement projects being undertaken at the operational sites.

The report also included an update on the relocation of Greyfriars Police Station to the rear of Police Headquarters so as to accommodate the redevelopment of Bedford town centre programmed to commence in 2009. The Head of Estates attended the meeting to answer Members questions.

The Committee noted that initial design studies had been progressed to define optimum site utilisation, access solutions and the likely cost of the proposed project. These studies had indicated a requirement to minimise the scale of the development to meet budget constraints and the brief had, therefore, been carefully reviewed to meet the divisional requirement only. However, the brief included a 40 cell custody unit and adequate space and flexibility to meet foreseeable future need. A list of the accommodation requirements were appended to the report.

As previously agreed by Members the possible sale of part of the existing sports field, to support the funding of the project, had been investigated. However, this was not deemed to be a feasible option. The

area of land most suitable for disposal was to the rear of the site, bounded by the adjacent school playing field and what would be a housing development within the new by-pass.. Unfortunately access to this land could only be gained from the new housing development area; thus removing competition for the purchase, reducing the opportunity to realise best value and minimising the viability of any capital receipt thus gained.

The original budget of £15M assumed capital receipts from the disposal of other sites which, for operational reasons could no longer be relinquished. The capital receipt for Greyfriars PS still remained undefined, as did the cost of the provision of the town-centre policing base. The cost of the project was now more likely to be in the region of £17.64M

The position of the Bedford Town Centre Development in the current economic climate remained unclear however, the Borough Council remained confident that the project would proceed. The Head of Estates emphasised that should the development not go ahead or be delayed the inadequacy of the current custody accommodation would still need to be addressed.

Further discussions were to be held with the Borough Council to obtain a better understanding of the progress of the development. Whatever the outcome of the redevelopment of the Town Centre it was intended to proceed to the planning application stage to build on the site at the rear of Police Headquarters.

Members endorsed this approach and there was a general discussion around the changing nature of policing in Bedfordshire such as pressures arising from new housing developments, collaborative arrangements and possible mergers.

Members were keen to see an agreed timescale to address the issues facing the force, particularly the lack of Custody facilities. The Chief Executive/Treasurer advised that an overarching Estates Strategy was to be developed to address these new pressures and this would be presented to the Members seminar scheduled for September. Members considered that in addition to this it would be useful to have a debate on the short, medium and long term Estate Management issues together with possible options and costing.

RESOLVED

1. That the Annual Report on the Police Estates be noted.

2. That at the Members seminar, to be held on 26th September, Members consider a revised Estates Management Strategy together with the short/medium and long term issues facing the force in relation to its Estate Management together with possible options and costings.

08/qf20

EFFICIENCY PLAN – FINAL OUTTURN

The Chief Constable's report setting out the outturn for the Efficiency Plan for 2007/08 was submitted. The report highlighted that the Home Office Efficiency target of 3% had been achieved in 2007/08, with actual savings of £10.512M at 11.7%.

This was a £3.778M increase on the original plan, above the 3% Home Office target of £2.694M. The increase was mainly due to the Front Line Policing measure being 70% for 2007/08 compared to the anticipated 68%.

The projected overachievement on the cashable element of the plan totalling £1.951M could be carried forward and offset against the 9.3% target for 2008/09 to 2010/11.

The Committee also noted that the HMIC would be inspecting the outturn position alongside the force performance and the results of this inspection would be reported to a future meeting. Official notification was still awaited from the HMIC which approved the outturn for 06/07

The HMIC's self assessment return on progress for the final quarter of 2007/08 was also appended.

Members were reminded that there was now no requirement to have an efficiency plan for 2008/09. A report would however continue to be presented to the Committee to show progress against the planned efficiency and productivity savings incorporated within the annual policing plan

RESOLVED

That the outturn position of the 2007/08 Efficiency Plan be noted

08/qf21

2007/08 STATEMENT OF ACCOUNTS

The Chief Executive/Treasurer submitted the draft Statement of Accounts for 2007/8. In presenting the accounts to the Committee the Assistant Director (Resources) explained that the Audit and Business Assurance Committee, at its meeting on 10 June 2008, had approved

the Annual Governance statement and the Accounting Policies for the Accounts.

The Accounts had been compiled in accordance with the SORP (Statement of Recommended Practice) and were subject to audit scrutiny. It was noted that a formal audit of the accounts by the External Auditor would commence on 21 July 2008 and would be completed by 22 August 2008. The audit opinion was expected in September in time for consideration by the Audit and Business assurance Committee at its meeting on 23rd September.

It was noted by Members that the impairment figure included within the revenue account had increased significantly over last years figure and what the impact of this was on the Council Tax. The Assistant Director (Resources) confirmed that this cost had no impact on the local taxpayer, due to the way it was accounted for, in accordance with the SORP.

RESOLVED

That the Statement of Accounts be approved subject to Audit by the Audit Commission.

08/qf/22

REVENUE BUDGET AND CAPITAL PROGRAMME 2008/2009

The Committee considered reports by the Chief Constable on the implementation and management of the 2008/2009 Revenue Budget and the Capital Programme.

Revenue Budget

Members were advised that at this early stage of the year it was forecasted that the budget would be underspent by approximately £0.250M by the end of the financial year. The forecasted underspends were within the devolved budgets and the variance was around Police Officer tcosts, IT, marginally offset by increased costs within the utilities budgets.

Having noted that this forecast was at an early stage in the financial year and that within the constraints of the financial management scheme Divisional Commanders would be looking to utilise their budget in driving up performance, Mr Pantling reminded Members of the rationale that had been taken when setting the budget in relation to increasing the reserves. Members were happy that underspends within devolved budgets were utilised for performance issues and expressed a preference that these be linked to workforce modernisation. The Assistant Director (Resources) advised Members that he had the responsibility to scrutinise where the money was to be spent and

assured Members that the limits contained within the financial management scheme were stringent enough not to allow resources to be utilised in areas for which they were not intended. It was also confirmed that as with previous years, as the actual outturn position for the force becomes clearer, the Authority will have the ability to determine how underspendings are utilised.

No variances were shown on the corporate budget and there was a breakeven position in the Police Authority Budget.

The report emphasised that this forecast was likely to fluctuate throughout the year dependant upon local and national pressures. The Authority still awaited the outcome of designation process which could also change the budget position.

Appended to the report was a brief analysis of the current forecasted outturn for each Division.

Also reported upon were the known levels and scope of grants and reimbursements to be received from the Home Office in 2008/09.

The report also highlighted the work being done to drive the cost of overtime down across the Force. It was noted that a working group had been established to review the processes involved and current interpretation of regulations relating to overtime. The working group include representatives from Officer ranks, Police staff and Federation and aimed to ensure a consistent approach to overtime was adopted across all Divisions.

Capital Programme

With regard to the Capital Programme the latest estimate of Total Costs indicated an increase in total costs of £0.345M from £26.435M to £26.780M. This variance mainly related to variations around mobile data and ANPR, both as a result of additional funding being received for these projects.

The latest forecast of payments in 2008/09 also showed an increase of £0.275M mainly due to the Mobile data and Microsoft Assurance Projects.

Full details of the progression of the major projects in the IS/IT Strategy were appended to the report. The Assistant Director (Resources) orally reported that the Mobile Data Project had won the Public Sector IT 'Project of the Year'. He also reported that the NIPA had undertaken a

review to determine how well Forces were progressing towards the implementation of MOPI and that Bedfordshire had received a favourable report. Members asked that a letter of thanks be sent on behalf of the committee to the MOPI Implementation Team. A copy of the report would be circulated to Members.

The Chief Executive/Treasurer advised that at the next meeting a presentation would be made on the progress of the MOPI programme and the Identity Access Management which were currently the largest spending areas in the Capital Programme.

Mr Wells asked for an update on any progress towards the transfer of case files electronically to the CJSS. The Chief Constable responded that the new Business Development Manager for the LCJB would be pursuing this. He also sought information about how Mobile Data would assist with Stop and Search and Stop and Account and the Chief Constable agreed to find out more information and report back to Members.

RESOLVED

That the report be noted in respect of the latest estimate of payments and resources.

08/qf/23

MEDIUM TERM FINANCIAL PLAN – REVENUE BUDGET FORECAST 2009/20010 TO 2011/2012

The joint report of the Chief Executive /Treasurer and Chief Constable was considered which set out a three-year Revenue Forecast for the period 2009/20010 to 2011/2012, subject to the government's announcement on designation.

As part of the three-year settlement announced in 2008/09 provisional grant figures had been provided for 2009/10 and 2010/11 and these had been used as the basis for the Medium Term Plan.

A summary of the major future spending commitments for this period and the national factors that would impact on the programme were detailed in the report. The year on year cash increase was appended to the report.

The report emphasised that mandatory pressures required Council Tax increases in each of the three years of approximately 5% and therefore any growth would need to be met from current levels of resources.

RESOLVED

That the three year Revenue Budget Forecast, 2008/2009– 2010/2011 be endorsed and used as a basis for planning the Revenue Budget for 2008/2009.

08/qf/24 TREASURY MANAGEMENT – ANNUAL REPORT 2007/2008

The report of the Chief Constable was submitted which summarised those Treasury Management Operations that took place during 2007/2008.

RESOLVED

That the report be noted.

08/qf/25 TREASURY MANAGEMENT – OPERATIONS REPORT

The Chief Constable submitted a report which summarised the Treasury Management Operations that had taken place since the last report to the Committee in February 2008.

RESOLVED

That the report be noted.

Appendix A

Revenue Budget 2007/08
Provisional Carry Forwards

	£'000	£'000
Total Variance		(1,418)
Proposed Utilisation		
Devolved Budgets	(493)	
Capital Expenditure Reserve	(450)	
Police Authority	(40)	
One – Off Performance Initiatives		
Tutor Constables	(120)	
CBRN	(50)	
MOPI	(50)	
Project Support	(80)	
Interpreters	(50)	
Diversity	(10)	
Neighbourhood Policing	(75)	
Communication/Problem Solving		
		(1,418)

REPORT AUTHOR: CHIEF EXECUTIVE / TREASURER

SUBJECT: Police (Property) Regulations 1997

PURPOSE

To consider the disposal of funds under the Police Property Act.

RECOMMENDATION

- **That the Committee approves the change in practice of disposing of those funds available under the Police Property Act allowing the funds to be transferred to a single charitable organisation, if the funds available do not exceed £50,000.**
- **That, subject to the presentation from the Bedfordshire Police Partnership Trust meeting with members' approval, the Committee approves the funds currently available being passed to this charitable organisation for the first year.**

1. **Background**

The Police (Property) Regulations 1997 provides that property which comes into the possession of the police and to which the Police (Property) Act 1897 and 1997 apply should be sold, donated or otherwise disposed of at the discretion of the Chief Constable.

The Police (Property) Regulations states that the proceeds of all such sales and any money to which these Regulations apply shall be paid to the Police Authority and be kept in a separate account called the Police Property Act Fund. The moneys standing to the credit of the Fund shall be applied:

1. to pay expenses incurred in the storage or in connection with the sale of the property;
2. to pay compensation, as fixed by the Police Authority, to persons who have delivered the property to the police;
3. to pay such amounts as the Police Authority may determine for such charitable purposes as they may select.

If the Chief Officer of Police is satisfied that the nature of any property to which these Regulations apply is such that it is not in the public interest that it should be sold or retained, it shall be destroyed or otherwise disposed of in accordance with their directions.

In previous years advertisements have been placed in the local press inviting submissions from those charitable bodies that meet the criteria of the fund. Members have reviewed the submissions before the Finance Committee makes a decision on the actual disbursement.

The above process, although allowing the Police Authority to fulfil its duty as stated in the Regulations, is unnecessarily bureaucratic and time consuming for both members and officers. It is under review as the Police Authority focuses on its priorities and delivering value for money in its business plan with limited resources.

2. **Proposal**

The Regulations state that the Police Authority can choose to delegate its responsibilities to the Chief Officer or it can determine to pay monies from the Fund to be used for charitable purposes.

The proposed option enables the Police Authority to continue to take responsibility for the Fund without incurring the current bureaucratic process.

Instead of advertising for submissions from charitable organisations this option involves the Police Authority selecting a charitable organisation that can assist in the delivery of a number of priorities as set by the Police Authority and Police Force in the Annual Policing Plan. The funds available for distribution would be distributed to this single organisation, up to a maximum of £50,000 per annum.

The Finance Committee would have an annual report presented to them by the selected charitable organisation to ensure that the funds had been used to deliver on common goals, thereby ensuring that value for money was being received. This approach would allow the Police Authority to impose specific KPIs upon the receiving charitable organisation enabling it to scrutinise performance and return on investment and determine whether the charity could be considered for future funding, taking account of changes to its priorities.

The Bedfordshire Police Partnership Trust and in particular the Bobby Scheme have been identified as a charitable body that would deliver on a number of the priorities set out in the APP.

Assuming that members are satisfied with the charity's aims and the benefits that can be achieved through its crime reduction activity following a presentation at this meeting it is proposed that the funds available are allocated to the Bedfordshire Police Partnership Trust.

The balance available for disposal as at 31st March 2008 stands at £35.6k.

3. **Financial Implications**

There are no additional financial implications arising from this report.

4. **Risk Management Implications**

There are no risks associated with this report.

5. **Recommendations**

That the Authority

- That the Committee approves the change in practice of disposing of those funds available under the Police Property Act allowing the funds to be transferred to a single charitable organisation, if the funds available do not exceed £50,000.
- That, subject to the presentation from the Bedfordshire Police Partnership Trust meeting with members' approval, the Committee approves the funds currently available being passed to this charitable organisation for the first year.

Stephanie McMenemy

Chief Executive / Treasurer

BEDFORDSHIRE POLICE AUTHORITY

Committee:	Finance Committee
Date:	2 October 2008
Agenda Item:	6a
Report Author:	Chief Constable
Lead Officer:	Assistant Director - Resources
Subject:	2008/2009 Revenue Budget Performance
Purpose:	To report progress on the implementation and management of the 2008/2009 revenue budget.
Background Papers:	None

1. Background

- 1.1 The Financial Management Scheme requires the budget to be managed during the year within agreed resources; it anticipates that any extra expenditure / reduction in income will be contained by making compensating savings or exercising virement elsewhere within the overall budget.

2. Revenue Budget Provision

- 2.1 The Police Authority at its meeting on 15th February 2008 approved a revenue budget of £96.056M. At its meeting of 24 June, the Police Authority approved to carry forward underspends of £0.968M. This report therefore monitors expenditure against a total resource figure of £97.024M made up as below:

	£'000
Force Budget	96,139
Authority Budget	885
Total Resources	<u>97,024</u>

3. Latest Assessment

- 3.1 Details of budget provision, expenditure incurred up to 31 August 2008 and forecast outturn are provided at Appendix A. This shows that an under spend of £0.506M will be the most likely outturn at the end of the financial year. This is broken down as shown below:

	£'000
Devolved Budgets	(237)
Corporate Budgets	(285)
Police Authority Budgets	-
	<u>(506)</u>

3.2 To provide further detail Appendix B provides an analysis of this latest assessment by Division.

3.3 Devolved Budgets

3.3.1 At this stage of the year an underspending, of £0.237M, is expected on the devolved budgets with the key variances being as follows:

- Police Officer Costs – whilst the Force is committed to an extensive recruitment campaign this year, at present we remain under strength in terms of officer numbers.
- Staff Pay – this is due to current vacancies, however it is intended that temporary staff will be used to cover these vacancies until permanently recruited to.
- I.T. – there is likely to be an underspend due to staff vacancies and reduced spend on maintenance contract as a result of central funding received for some contracts.

These underspends are partly offset by an overspend in the following areas:

- Premises – as members will be aware, the increase in energy prices has increased well above expected levels which has led to an overspend in this area.
- Transport – there is an overspend due to market increases in fuel prices.
- Staff Advertising – an overspend is forecast due to increased advertising in a drive to fill the police officer vacancies.

3.4 Corporate Budgets

3.4.1 Capital Financing – Loans to help finance the Capital Programme are unlikely to be required presently due to delays in the Greyfriars replacement project. The impact of this delay is that there will be an underspend in the region of £0.250M in this financial year on interest paid on loans.

3.5 Overview

3.5.1 This forecast is based upon expenditure incurred in the first five months of the year and therefore it is likely that this forecast could fluctuate throughout the remainder of the year.

3.5.2 It is also important to remind Members that all forecasts assume that both police officer and support staff pay awards will be at the budgeted level. If they exceed this level the impact on the forecasts could be quite significant.

3.5.3 The impact on reserves based on this level of predicted underspending would be an increase in reserve levels from £10.130M to £10.415M, however, this will need to be considered in more detail when the actual outturn figure is known at the end of the financial year.

4. Police Officer Overtime

- 4.1 As reported previously work is continuing to reduce the cost of overtime across the Force. The table below shows the reducing cost of overtime to the Force over the last two years and early indication for 2008/9.

	2006/07	2007/08	2008/09 (est.)
	£'000	£'000	£'000
Territorial Policing	2,612	2,594	2,510
Protective Services	1,061	991	1,082
Other	6	45	40
Externally Funded	756	392	277
Total	4,435	4,022	3,909

5. Specific Government Grants

- 5.1 The force will continue to receive additional specific grants, mainly from Government Agencies, for additional expenditure incurred as a result of specific ring fenced initiatives. Appendix C details the larger specific grants that are expected to be received during 2008/09.

6. Efficiency/Productivity

- 6.1 As Members will be aware the requirement for the Force and Authority to have an efficiency plan has been removed as part of the new national efficiency/productivity strategy, however there is still a requirement to include within the Annual Policing Plan, details of the efficiencies the Force is expected to make towards the Home Office target of 9.3% by March 2011.
- 6.2 An update in terms of estimated outturn against the efficiency/productivity plan is shown at Appendix D. This shows that the likely outturn against the planned level is an over achievement totalling £0.135M, and providing efficiency/productivity savings of some 4.3%. This mainly being as a result of more effective use of mobile data terminals resulting in more time spent out of station, as well as some mother minor variations.

7. Risk Assessment

- 7.1 Whilst the current forecasts are that expenditure will be lower than the budget for the year 2008/09, the risks highlighted at 3.6 could significantly alter this situation and hinder the performance of the Force in meeting its objectives.

8. Financial Implications

- 8.1 As mentioned at 7.1, the financial implications are minimal at this stage in the year but the stringent control of resources is paramount to ensuring that this remains to be the case during the financial year.

9. Benefits

- 9.1 That the Force and Authority obtain clarity around the financial position of the organisation and be aware of the risks that could alter this situation.

10. Recommendation

10.1 That Members note the report.

Report prepared by:
Samantha Davies
Principal Accountant

On behalf of
Gillian Parker
Chief Constable

2008/09 Revenue Budget Summary

	Budget Provision £'000	Expenditure to 31 August 2008 £'000	%	Forecast Outturn £'000	Forecast Variation £'000
Force					
Employee Expenses					
Police Pay	48,071	18,914	39	47,770	-301
Police Overtime	3,834	1,286	34	3,909	75
Police Staff Pay	28,398	11,198	39	28,289	-109
Pensions	13,738	6,468	47	13,738	0
Other Employee Costs	2,814	677	24	2,903	89
Premises	2,568	1,069	42	2,638	70
Transport	2,625	1,080	41	2,697	72
Supplies & Services					
Equipment & Uniforms	1,870	637	34	1,870	0
I.T.	1,933	1,015	53	1,781	-152
Other	5,280	1,890	36	5,280	0
Agency & Contracted Services	2,832	1,324	47	2,832	0
Capital Financing	608	8	1	358	-250
Income					
Grants	-14,192	-7,681	54	-14,192	0
Interest	-769	-185	24	-769	0
Other	-3,971	-1,701	43	-3,971	0
Contribution to Reserves	500	0		500	0
	96,139	35,999	37	95,633	-506
Police Authority					
Employees	289	118	41	289	0
External Audit	72	25	35	72	0
Bank Charges & Internal Audit	36	4	11	36	0
Youth Action	35	5	14	35	0
Members Allowances	226	96	42	226	0
Conferences, Grants & Subscriptions	52	37	71	52	0
Consultancy & Publicity	131	46	35	131	0
Other Expenses	44	11	25	44	0
	885	342	39	885	0
Total	97,024	36,341	37	96,518	-506

**2008/09 Revenue Budget Monitoring
Analysis of Forecasted Outturn**

The following table provides a brief analysis of the current forecasted outturn for each Division.

Summary of Forecast Reports

	Forecast Report £'000	Forecast compared to Divisional Budget %	Forecast compared to Force Budget %	
Territorial Policing				
J Div	75	0.35	0.08	This forecast overspend is for police overtime although the division are currently working on reducing this potential overspend.
C Div	(100)	(0.63)	(0.10)	This is a prudent estimate as there are a number of vacancies in C division. However, it is intended that these under spends will be utilised to increase performance on the Division.
Citizen Focus	(90)	(1.36)	(0.09)	There are currently a number of staff vacancies in the Criminal Justice Department, however it is intended that short-term temporary staff will be used to cover these vacancies and therefore this underspend is likely to reduce.
Total for Territorial Policing	(115)	(0.26)	(0.12)	
Protective Services				
Protective Services	(20)	(0.08)	(0.02)	Protective Services currently has a high level of police officer vacancies which are being covered by temporary staff.

Corporate Services				
People Services	89	2.11	0.09	This overspend relates mainly to advertising due to the current police officer vacancies.
Resources	(42)	(1.55)	(0.04)	Underspend is due to current vacancies.
Estates	70	2.36	0.07	There is an excessive increase in cost of energy provision nationally and this is having an adverse impact on the estates budget.
Corporate Development	-	-	-	
Corporate Comms	-	-	-	
IS/IT	(219)	(5.46)	(0.23)	Current vacancies and reduced spend on maintenance contracts.
Total for Corporate Services	(102)	(0.61)	(0.11)	
Corporate	(269)	(2.64)	(0.28)	This is mainly the expected underspend on loan interest due to delays in the Greyfriars replacement project
Total	(506)	-	(0.52)	

Grant Funded Initiatives

	£'000	
• Neighbourhood Policing Fund	2,620	contribution towards the cost of employing Community Support Officers Forcewide
• Counter Terrorism	1,330	funding provided for the policing of Luton Airport against the threat of terrorism, this also covers the cost of policing MANPADS
• Dedicated Security Posts	1,628	funding from the Home Office for 17 dedicated security posts
• Basic Command Unit Fund	418	a fund provided to individual BCU's to compliment the CDRP monies made available through partnering Authorities
• Drug Testing Programme	325	funding to conduct Drug Testing as part of the Criminal Justice Interventions programme
• PREVENT funding	316	funding has been received for an additional six officers specifically to undertake additional roles specified under the PREVENT element of Counter Terrorism.

For information, the grants already included as part of the National Settlement are:

	£'000
Crime Fighting Fund	2,713
IPLDP	238
Additional Rule 2 Grant	1,698

EFFICIENCY/PRODUCTIVITY 2008/09

Project	Details	Planned Savings 2008/09 £'000	Forecast Outturn Savings 2008/09 £'000	Monitoring Comments
<u>CASHABLE SAVINGS</u>				
<u>WORKFORCE MODERNISATION</u>				
PCSO's	Increase visibility and reassurance and utilise officers for other functions	289	289	
Protective Services	Reinvesting in priority areas such as Domestic Abuse Unit, PPU and Sexual Offences Management Team.	100	100	Budget increases made in 08/09 budget
<u>PRODUCTIVE TIME</u>				
Criminal Justice	Centralisation of the Criminal Justice function	200	100	Slower progress than anticipated within the professionalisation of criminal justice project, due to insufficient project support.
Income Generation	Additional income from police powers to remove uninsured cars from the road and disposing of them	25	25	Budget increases made in 08/09 budget
Aligning Resources with Demand	A more effective deployment of resources for the day to day policing of Luton Airport and the undertaking of safety camera enforcement.	500	500	Budget reductions made in 07/08 budget
<u>MANAGEMENT AND USE OF OPERATIONAL INFORMATION</u>				
Mobile Data	Use of Blackberry's by officers should increase the time out of station and increase visibility & performance in certain areas	116	351	Increased roll-out of devices as well as more efficient use has further increased the time spent out of station for officers
Airwave	Better use of airwave and its maintenance.	50	50	Budget reductions made in 08/09 budget
<u>PROCUREMENT AND COMMERCIAL PRACTISE</u>				
IS/IT Maintenance	Implementation of the national system for Case & Custody has led to a reduction of the ongoing IS/IT maintenance costs to the Force.	250	250	Budget reductions made in 08/09 budget
Procurement Efficiencies	Changes in practise, laser printers replacing inkjet printers, digital cameras for our SOCOs, procurement cards and procuring desktop computers.	465	465	Majority of savings relate to savings carried forward from 2007/08. Although savings in 2008/09 around procurement cards, desktop purchases and digital cameras expected to deliver as per the target.
<u>CORPORATE MANAGEMENT, HR AND FINANCE</u>				
Corporate Services Model	Implementation of a Corporate Services approach to delivery of back office functions such as Finance and Human Resources.	1572	1,572	Budget reductions made in 07/08 and 08/09 budget
<u>COLLABORATION</u>				
Beds & Herts Major Crime Unit	A collaboration with Herts Police on the joint Major Crime Unit will further reduce abstractions from Divisions.	100	100	The number of abstractions for major crime has reduced significantly as expected as a result of the collaboration
Insurance Savings through Collaboration	Savings realised due to the South East Region insurance consortium and benefiting from bulk purchase of insurance premiums.	150	150	Budget reductions made in 08/09 budget
Total Cashable Gains		3,817	3,952	
Overall Total £'000		3,817	3,952	
%		3.74%	4.33%	

EFFICIENCY/PRODUCTIVITY 2008/09

Project

Details

**Planned
Savings
2008/09**

£'000

**Forecast
Outturn
Savings
2008/09**

£'000

Monitoring Comments

BEDFORDSHIRE POLICE AUTHORITY

Committee:	Finance Committee
Date:	2 October 2008
Agenda Item:	6b
Report Author:	Chief Constable & Chief Executive/Treasurer
Lead Officer:	Assistant Director – Resources & Chief Executive/Treasurer
Subject:	2008/2009 Capital Programme Performance
Purpose:	To report progress on the implementation and management of the 2008/09 to 2010/11 Capital Programme.
Background Papers:	None

1. Overall Assessment

1.1 **Latest Assessment of Total Costs**

As reported previously to this Committee the revised programme for 2008/09 equates to £26.435M, details of the latest estimate of total costs compared with the revised programme are detailed at Appendix A.

- 1.1.2 As the Appendix shows, the latest estimate of total costs compared to the revised programme is an increase of £0.279M from £26.435M to £26.714M. The reasons for this are as follows:-

IS/IT – Increase of £0.253M

The main reasons for the increase within the IS/IT strategy is the increase spend on Mobile Data due to a successful bid in relation to expanding mobile data which will be fully offset by specific grant funding.

As reported previously the actual costs of the Microsoft Software Assurance scheme are greater than anticipated but this additional cost is more than offset by reduced costs on the following schemes:

- Resource Management – The spend projected in this area is now unlikely, due to it being considered together with improved HR IT Technology.
- NMIS – Hardware replaced by virtual servers which has resulted in a reduction of cost, see appendix B for more detail.
- CIMS – Resources reinvested in the project to offset costs involved with Software Assurance.
- Desktop Upgrades – The ability to keep machines for longer than planned has enabled expenditure to be slipped into future years.

ANPR – Increase of £0.026M

- Small increase in grant income available for ANPR at Luton Airport and for Toddington Services.

1.2 Latest Assessment of 2008/09 Payments

- 1.2.1 The latest forecast of payments in 2008/09 shows a large reduction of £1.776M compared to the revised programme. The majority of this relates to the Greyfriars replacement programme, the detail of all variances are shown below:-

IS/IT – Decrease of £0.040M

- Resource Management – No expenditure expected as explained in 1.1.2
- NMIS – Hardware replaced by virtual servers which has resulted in a reduction of costs, see appendix B for more detail.
- CIMS – Resources re-prioritised to offset costs involved with Software Assurance.
- Desktop Upgrades – The ability to keep machines for longer than planned has enabled expenditure to be slipped into future years.
- Mobile Data – Spending expected to increase by £0.299M due to successful approval of grant funding.
- Microsoft Software Assurance – Spending increased by £0.080M due to project being bought forward and being offset by reduced costs on CIMS.
- Command and Control – Slippage with collaborated project now expected to commence in 09/10 rather than 08/9.
- Impact / MOPI – As per appendix B, delay in spending the MOPI element of the budget due to possible collaboration with Cambridgeshire and Hertfordshire on software solution.
- Network Server Upgrades – Server upgrades have taken place earlier than planned with an increased spend in 08/09 of £0.050M.
- Identity & Access Management – Decrease in 08/09 expenditure due to delay in deciding method to supply Police National Database as per appendix B.

ANPR – Increase of £0.026M

- Additional payments in 2008/09 due to a successful grant application.

Estates - Greyfriars Replacement – Decrease of £1.830M

- As highlighted at Appendix C, the Greyfriars replacement is expected to slip for a number of years and therefore there will be minimal payments in 2008/09.

An estates strategy will be discussed at the Authority's seminar on the 26th September. This will provide the basis by which the future years capital requirements will be derived for estates.

2. Funding 2008/09 to 2010/11

- 2.1 Appendix D assesses the implications on resources as a result of the latest estimate of payments in the 2008/09 element of the capital programme.
- 2.2 Whilst the level of surplus after the third year looks healthy, the full cost of the Greyfriars replacement and in particular custody are not yet known and these could be potentially greater than estimated.

3. Risk Assessment

- 3.1 There are no risks to the achievement of the Force's objectives arising from this report.

4. Financial Implications

- 4.1 It is estimated that payments in 2008/09 will be £1.776M lower than the revised programme.

5. Benefits

- 5.1 Successful implementation of the capital programme will contribute to the achievement of the Force's objectives.

6. Conclusion

- 6.1 It is estimated that payments in 2008/09 will be £1.776M lower than the revised programme, which is mainly down to the slippage of Greyfriars replacement.

7. Recommendation

- 7.1 That the Committee note this report.

Report prepared by:
Darren Richardson
Principal Accountant

On behalf of
Gillian Parker
Chief Constable

Stephanie McMenemy
Chief Executive/Treasurer

Capital Programme 2008/09 to 2010/11**SUMMARY**

Strategy	Project	Description	Revised Programme					Latest Estimate (October 2008)					Variation		
			Total Cost £000	Prior to 1/4/08 £000	2008/09 £000	2009/10 £000	2010/11 onwards £000	Total Cost £000	Prior to 1/4/08 £000	2008/09 £000	2009/10 £000	2010/11 onwards £000	Total Cost £000	Payments 2008/09 £000	
Estates	B8001	Minor Works - 08/09	200	0	200	0	0	200	0	200	0	0	0	0	0
	B8001	Minor Works - 09/10	200	0	0	200	0	200	0	0	200	0	0	0	0
	B8001	Minor Works - 10/11	200	0	0	0	200	200	0	0	0	200	0	0	0
	B8055	Capitalised R&M	763	0	363	200	200	763	0	363	200	200	0	0	0
	B8080	Neigh'hood Policing Acc	200	1	199	0	0	200	1	199	0	0	0	0	0
	B8081	Greyfriars Replacement	15,000	39	2,830	9,000	3,131	15,000	39	1,000	0	13,961	0	(1,830)	0
	B8086	Modular Building - Training	150	0	150	0	0	150	0	150	0	0	0	0	0
	B80**	CCTV	400	0	200	200	0	400	0	200	200	0	0	0	0
IS/IT	B8030	Resource Management	36	0	36	0	0	0	0	0	0	0	(36)	(36)	
	B8033	Mobile Data	883	458	175	150	100	1,182	458	474	150	100	299	299	
	B8036	NMIS	84	4	40	40	0	74	4	10	40	20	(10)	(30)	
	B8041	Command & Control	500	29	171	300	0	500	29	0	471	0	0	(171)	
	B8042	Case & Custody	33	0	33	0	0	33	0	33	0	0	0	0	
	B8043	CIMS	150	25	125	0	0	100	25	75	0	0	(50)	(50)	
	B8052	Impact/MOPI	675	98	302	275	0	675	98	250	327	0	0	(52)	
	B8062	Network Server Upgrades	575	175	100	50	250	575	175	150	150	100	0	50	
	B8064	Desktop Upgrades	390	0	200	190	0	310	0	120	95	95	(80)	(80)	
	B8076	Minor Systems	400	0	100	150	150	400	0	100	150	150	0	0	
	B8082	Telephony	559	74	235	250	0	559	74	235	250	0	0	0	
	B8033	ICCS Hardware Replacement	100	33	67	0	0	100	33	67	0	0	0	0	
	B8085	WAN Server Infrastructure	126	36	90	0	0	126	36	90	0	0	0	0	
	B80**	Identity & Access Management	400	0	200	200	0	400	0	150	16	234	0	(50)	
B80**	Video Conferencing	100	0	50	50	0	100	0	50	50	0	0	0		
B80**	Microsoft Software Assurance	290	0	0	170	120	420	0	80	170	170	130	80		
Airwave	B8044	Airwave	771	229	42	250	250	771	229	110	182	250	0	68	
ANPR	B8087	ANPR (Luton Airport)	230	0	230	0	0	236	0	236	0	0	6	6	
	B8088	ANPR (Toddington Services)	0	0	0	0	0	20	0	20	0	0	20	20	
Equipment	B8050	Equipment	150	0	50	50	50	150	0	50	50	50	0	0	
Transport	B8005	Vehicle Replacement	2,200	0	730	720	750	2,200	0	730	720	750	0	0	
	B8010	Air Support	670	0	70	0	600	670	0	70	0	600	0	0	

Summarised as;

Estates	17,113	40	3,942	9,600	3,531	17,113	40	2,112	600	14,361	0	(1,830)
IS/IT	5,301	932	1,924	1,825	620	5,554	932	1,884	1,869	869	253	(40)
Airwave	771	229	42	250	250	771	229	110	182	250	0	68
ANPR	230	0	230	0	0	256	0	256	0	0	26	26
Equipment	150	0	50	50	50	150	0	50	50	50	0	0
Transport	2,870	0	800	720	1,350	2,870	0	800	720	1,350	0	0
TOTAL CAPITAL PROGRAMME	26,435	1,201	6,988	12,445	5,801	26,714	1,201	5,212	3,421	16,880	279	(1,776)

Progress Report on the IS/IT Strategy

This Appendix provides a brief progress report on the largest projects included within the 2008/09 IS/IT Strategy.

IMPACT/MOPI

There is continuing research, development and implementation of the local, interim information systems requirements for the Information Management/IMPACT programme (including MOPI), in the form of systems changes to Bedfordshire Online Research Information System (BORIS) and Memex, the force intelligence system. As a result of the force Information Audit carried out in the Spring, information collected during searches of premises was prioritised by the project for attention. Currently held only on paper forms in Custody areas, the information will be scanned into the force intelligence system for wider use around the force.

Regional collaborative work has been continuing to specify the requirements for a MOPI solution. The collaborative development of MOPI Review, Retention and Deletion (RRD) functionality, and a method for supplying data to the Police National Database (PND) is being considered by the force. Named the Operational Data Store (ODS) and originally developed by Essex as a cross-system search tool (like BORIS), the project has been adopted by Cambridgeshire and Hertfordshire and is currently being planned and costed in detail. It is hoped that this detailed planning and costing will allow Bedfordshire to make a decision concerning participation in the next few weeks. The capital budget for this element of the programme has therefore not been spent yet in FY2008/09. Both in business and technical areas it is hoped that a consistent approach can be taken to the implementation of MOPI Guidance regionally so that the benefits of collaborative purchasing and harmonisation of processes are maximised.

As suggested by the MOPI Peer Review in June, the RRD Pilot Proposal paper has been agreed by the Information Management Project Board (IMPB) and detailed planning has been undertaken with a view to running the pilot in CIB in Q4 of 2008. Further, the implementation of an Information Management Strategy Group has been agreed to ensure further purchase or roll-out of IT systems, software and changes to corporate information are appropriately governed to ensure they are compliant with MOPI principles.

PND and IAM

A further round of PND Joining-Up Workshops held at the end of July, attended by a Police Authority representative, gave the force some information with which to start the detailed planning of PND and Identity and Access Management (IAM) which is the technical role based access control method by which our users will be allowed to access the PND. This has informed the local budgeting process that is currently ongoing. The NPIA is seeking written commitment by 19th September that the Force, working with the Police Authority as necessary, will build the appropriate funding into the budget planning for 2009/10.

Work is continuing to prepare data for upload to PND. Data Quality improvement initiatives are ongoing, and data load work has been started, firstly on legacy data such as that from the old Custody system, to ensure that Bedfordshire can meet the required deadline of March 2009.

Telephony

IP telephony has now reached a level of maturity where the majority of Police Forces are starting to trial its use. In Bedfordshire a pilot project carried out at Leighton Buzzard proved the technology and improved the facilities available to the users. Since then IP Telephony has been rolled out to all new Force sites. These include Luton Airport, Stopsley and the Purley Centre in Luton.

The roll out to existing sites has also begun and the telephone systems at the Saxon Centre, Sandy, Shefford, Riseley and Leagrave have now been removed. The second (Southern) system has been installed at Luton. The contract for the supply of the 1500 telephones required to complete the project has been awarded and delivery of the first 500 has been taken. High speed links to Halsey Road and Biggleswade have been ordered to facilitate the move to IPT in the next few months. This will be followed by the other smaller sites then Dunstable Luton and HQ. As the Greyfriars replacement project has been delayed for the foreseeable future, the existing site will now become part of the IPT roll out.

Network Server Upgrades

The 5 physical computers running NMIS have been replaced by virtual servers since the last update and plans are in place to replatform Memex – the intelligence system. In the next six months it is anticipated that the Storage Area Network will be partially replaced and the email system will be upgraded to Exchange 2007 and reconfigured to enhance performance and take advantage of the Microsoft Enterprise Agreement.

Mobile Data

Rollout of the Blackberrys is close to completion with over 1,350 devices issued to date. The original Mobile Data project will therefore be closed shortly and a separate project initiated to cover ongoing application development. This work is being progressed with £474,050 of government funding and it includes:

- Development of Blackberry access to the Socrates system for the remote input of Scene of Crime Reports. Development continues and early screen prototypes have been reviewed;
- Development of Blackberry applications for Safer Neighbourhood Teams – this includes access to community profiles, engagement plans and problem solving. Work in this area also includes input of KIN (Key Individual Network) questionnaire responses via Blackberry, an application that has recently completed a successful pilot and is now ready for forcewide rollout;
- Further development of the Blackberry Crime Tasking application;
- Development of mobile access to the Compact Missing Persons system;
- Review and, if the business case is approved, purchase and implementation of in-vehicle terminals for Safer Neighbourhood Team vans and Roads Policing Unit vehicles.

Progress Report on Greyfriars

This Appendix provides a brief progress report on the Greyfriars Development:-

It has been confirmed that the re-development of Bedford town-centre west, which includes the Greyfriars PS site, is unlikely to proceed during the current economic down-turn. Whilst the Council is committed to the re-development, which requires the demolition of our station, it accepts that the project will not proceed until the economic climate allows financial viability.

The anticipated capital receipt expected as the result of the disposal of the site will not yet materialise; which clearly impacts adversely on the funding of the building being planned for the Police HQ site. The consultant team employed to develop the project has therefore been instructed to progress no further than planning application stage at this time.

Clearly there is a requirement to maintain Greyfriars PS, albeit for longer than anticipated, sufficiently to support continued operation. The implications of achieving this are subject to review and an options paper is included in the new draft Estates Strategy which will be discussed at the next Police Authority Seminar, prior to subsequent consideration by the Police Authority.

Revised Capital Programme 2008/09 to 2010/11 Financing

	2008/09 £000	2009/10 £000	2010/11 Onwards £000
Expenditure			
Estates	2,112	600	14,361
IS/IT	1,884	1,869	869
Airwave	110	182	250
ANPR	256	0	0
Equipment	50	50	50
Transport	800	720	1,350
Total	5,212	3,421	16,880
Resources			
External Borrowing (long term)	1,000	1,000	5,000
External Borrowing (short term)			
Repayment of Loan (short term)			
Capital Receipts			10,192
Annual Government Grant	1,297	1,297	1,297
Accumulated Government Grant	405		
Capital Financing Reserve	5,278	3,610	2,607
Other External Resources			
- Airwave	42	121	
- ANPR	256		
- Mobile Data	474		
- Air Support	70		200
Total	8,822	6,028	19,296
Surplus / (Shortfall)	3,610	2,607	2,416

BEDFORDSHIRE POLICE AUTHORITY

Committee:	Finance Committee
Date:	2 October 2008
Agenda Item:	7
Report Author:	Chief Constable
Lead Officer:	Assistant Director - Resources
Subject:	2008/2009 Treasury Management Operations Report
Purpose:	To report on the Treasury Management operations that have taken place since the last report to this Committee.
Background Papers:	None

1. **Background**

- 1.1 This report summarises the Treasury Management operations that have taken place in the 2008/09 financial year.

2. **Borrowing/Investment Operations**

2.1 Long Term Borrowing

- 2.1.1 No long-term borrowing has been undertaken since the last report to this Committee.

2.2 Short Term Borrowing

- 2.2.1 No short-term borrowing has taken place in this financial year. Any shortfalls in daily cash flow have been met by the Authority's overdraft facility (£1.00M).

2.3 Investment

- 2.3.1 Levels of investment on the money markets have varied from £13.9M to £21.9M, as at 5th September 2008 the amount invested was £21.9M. In addition to this a "Special Interest Bearing Account" (SIBA) has been used to invest residual funds that are either lower in value than we are able to invest in the money markets or are required at very short notice. The average balance of this account has been £0.85M this financial year, the balance as at 5th September being £1.521M.

3. Performance

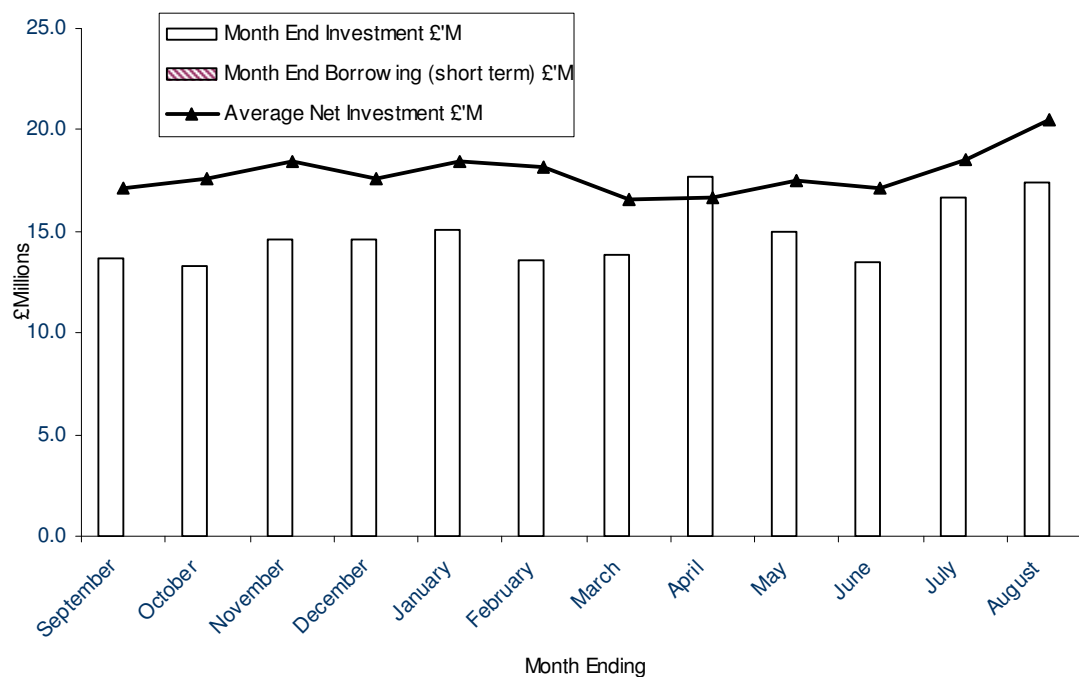
- 3.1 Performance is measured by comparing the actual rates of interest achieved and borne against the average Local Authority 7-day rate.
- 3.2 For the year to date the average interest rate achieved from temporary investment is 5.78%. This is 0.55% higher than the average Local Authority 7-day rate of 5.23% over the same period. This high differential is as a result of investments made before rates started to drop and is likely to reduce during the year.
- 3.3 From the 26th August 2008 the interest earned on the Investment Account (SIBA) is now at 0.25% above the base rate, i.e. currently 5.25%. Prior to this date the interest earned on this account was 0.1% below the base rate, therefore the rate would have been 4.9% based on the current base rate.

4. Summary of Treasury Management Transactions

- 4.1 The following summarises the treasury management transactions for the current financial year.
- 4.2 Current Borrowing & Investments

	Long Term Borrowing	Temporary Borrowing	Temporary Investments	SIBA
	£'000	£'000	£'000	£'000
Balance at 1st April 2008	3,720	-	13,900	837
Raised	-	-	19,800	684
Repaid	-	-	(11,800)	-
Balance at 5th September 2008	3,720	-	21,900	1,521

- 4.3 The following diagram shows the month end levels of temporary borrowing and temporary investment for the last twelve months. Also shown is the average daily level of temporary investment net of temporary borrowing for each month. All figures shown exclude the investment account detailed in paragraph 2.3.1. The monthly average shown on this chart is usually higher than the month end figure because the larger out flows of cash tend to happen at month end.



4.4 For the financial year to date the average daily level of investment has been £18.1M with interest of £0.441M earned to 31st August. The base interest rate reduced from 5.25% to 5.00% in April 2008. Despite this it is expected that investment income will reach the budgeted total of £0.769M by year-end.

5. Risk Assessment

5.1 There are no risks to the achievement of the Force's objectives arising from this report.

6. Financial Implications

6.1 The budgeted figure of £0.769M investment income during 2008/09 should be achieved.

7. Conclusion

7.1 Projected income from interest earned on investments is expected to equal the budgeted figure.

Gillian Parker
Chief Constable

Stephanie McMenemy
Chief Executive / Treasurer

BEDFORDSHIRE POLICE AUTHORITY

Committee	:	Finance
Date	:	2 October 2008
Agenda Item	:	8
Report Author	:	Chief Constable / Treasurer
Lead Officer	:	Assistant Director Resources
Subject	:	Finance Strategy Review
Purpose	:	To review the Finance Strategy
Background Papers	:	None

1. **Background**

- 1.1 At its meeting on 2 October 2007 the Finance Committee endorsed the current strategy as shown at Appendix A.

2. **Progress During 2007/08 Against Action Plan**

2.1 **Risk Management**

The 'bow-tie' methodology used to assist in the embedding of risk management continues to be developed to ensure that all owners of operational and strategic risks are aware of the causes and consequences of both the high level and low level risks.

Work has also been undertaken around re-enforcing risk awareness for both the Authority and Chief Officers of the Force, through two presentations. This has also helped to maintain the focus of the key areas of risk and not just focus on individual risks.

2.2 **Annual Governance Statement**

The Statement on Internal Control was superseded by a requirement for the Authority to have in place a Code of Corporate Governance and that this be reviewed, at least annually, through the production of an Annual Governance Statement.

The Audit and Business Assurance Committee, and subsequently the Authority approved a Code of Corporate Governance that complied with CIPFA/SOLACE requirements. The Finance Committee approved, as part of the Statement of Accounts, the Annual Governance Statement, which has been audited as part of the audit process undertaken by the Audit Commission.

2.3 **Revenue Budget**

In considering the Force objectives and outcomes for the CSR period 2008/09 to 2010/11, the Force recognised the need for some significant investment into particular areas of the business to provide the level of service that the public of Bedfordshire deserve. A one-off investment in 2008/09 was agreed by the Authority, which also concurred with the views of the council taxpayer. However, there remains funding gaps for the 2009/10 and 2010/11 as well as the need to deliver efficiency and productivity savings.

A process has been put into place whereby the budget process is based upon a more zero based approach in looking at how it undertakes its service delivery as well as undertaking certain fundamental reviews of specific areas, linked to the Value for Money Strategy. Work on collaboration also focuses very heavily on cost savings as well as increases in productivity, which are also incorporated into the budget process.

2.4 **Capital Programme**

The impact of replacing Greyfriars police station on the capital programme and the resources available is a cause for concern. The impetus has therefore been on increasing reserve levels as part of the budget process and the review of outturn. The speed at which the Authority need to consider replacing Greyfriars has slowed dramatically and therefore, although the pressure will remain, the production of an Estates Strategy will assist in the determination of capital requirements which then will need to be considered in conjunction with available resources.

2.5 **Value for Money Strategy**

The Audit and Business Assurance Committee agreed a Value for Money Strategy in November 2007, with update reports being sent to the Committee twice a year. This strategy focuses on targeted reviews, collaboration, procurement and benchmarking.

2.6 **Delivery of Finance Service**

The revised finance structure, implemented as part of the Corporate Services process continues to bed down, however, the creation of a transactional services approach to financial and human resources administration provides for the ability to automate processes which will continue to be developed.

3. **Action Plan**

3.1 The strategy has been considered in conjunction with the force priorities over the CSR period and is presented at Appendix A as well as highlighting how the strategic aims relate to the key policies/procedures and strategies of the Force and Authority.

3.2 Appendix B highlights the key activity required in 2008/09 and 2009/10 to ensure that the finance strategy is delivered effectively throughout the force and authority.

4. **Risk Assessment**

4.1 The main risk with the delivery of the strategy is the ability to deliver a balanced budget and funded capital programme without impacting upon service delivery.

5. **Financial Implications**

5.1 None

6. **Benefits**

6.1 A focused finance strategy that assists in the delivery of the strategic aims of Bedfordshire Police.

7. Recommendations

- 7.1 That Members endorse the revised Strategy at Appendix A.
- 7.2 That the Action Plan at Appendix B be endorsed.

Report prepared by:
Philip Wells
Assistant Director Resources

**On behalf of
G Parker
Chief Constable**

**Stephanie McMenamy
Chief Executive / Treasurer**

BEDFORDSHIRE POLICE AUTHORITY FINANCE STRATEGY

THE STRATEGY

The purpose of the Finance Strategy of Bedfordshire Police Authority is to provide a financial and management framework that matches accountability and responsibility, provides assurance and control, maximises the use of available resources, and ensures those resources are in accordance with the priorities and objectives agreed in the Policing Plan.

STRATEGIC AIMS

The Strategic aims are:

1. To have in place budgetary (both revenue and capital) and other related financial processes that support the Authority's plans, objectives and priorities.
2. To ensure that the personnel involved with the financial affairs of the organisation understand the objectives, risks and priorities and work together to find optimum solutions.
3. To provide a means to ensure value for money and challenge existing procedure and practice.
4. To have a successful medium term financial planning and reserves process for both capital and revenue.
5. To ensure the alignment of financial and operational management, including the optimum devolution of budgetary control commensurate with effective financial control.
6. To meet the statutory responsibilities of the Authority in terms of financial reporting and compliance with Accounting Standards.
7. To provide an effective review mechanism to ensure that the Authority's financial policies are in place and there is compliance.

SUPPORTING THE STRATEGIC AIMS

To deliver the aims and thus achieve the purpose of the strategy, a number of supporting policies/procedures/strategies have been/are being developed. These are set out below. Annex 1 demonstrates the relationship between these policies/procedures/strategies and the strategic aims of the strategy.

1. Annual Policing Plan

The standards of service, priorities and targets agreed between the Police Authority and Chief Constable.

2. Standing Orders

The procedural issues relating to the decision making processes of the Authority and its Committees and specific requirements relating to contracts.

3. Committee - Scheme of Delegation

The responsibilities and powers of the Finance, Audit & Business Assurance, Complaints & Professional Standards, Performance, Standards, Human Resources, Community Engagement and Appointment Committees.

4. Scheme of Delegation to Officers.

The extent of delegation to the Chief Constable and its Statutory Officers (Treasurer and Chief Executive).

5. Scheme of Delegation by the Chief Constable, Chief Executive and Treasurer.

The extent to which the Chief Constable and Statutory Officers have delegated any of their delegated functions to other officers.

6. Financial Regulations.

Issued in accordance with the Home Office Code of Practice on Financial Management and providing the framework for Members, the Force and the Statutory Officers and their Staff in administering the financial affairs of the Authority.

7. Manual of Financial Instructions.

Issued in accordance with the requirements of Financial Regulations to provide guidance to all personnel who have delegated responsibilities for financial management.

The Manual requires a schedule of responsible officers to be identified for each function.

8. Financial Management Scheme

This aims to establish policies and guidelines to assist the delivery of the Police Service in the most economic, efficient and effective way. This is achieved by delegating responsibility whilst retaining overall co-ordination, resource allocation and control with the Authority. Over 80% of the Force Budget is devolved.

9. Medium Term Revenue Budget Forecast.

A three year revenue budget forecast is presented to and agreed by Members in the July cycle of meetings, based on the current years budget together with known future commitments and developments. A Revenue Budget is published annually. This also considers the adequacy of reserves both revenue and capital.

10. Medium Term Capital Programme Forecast.

A three year capital programme is presented to and agreed by Members in December when the programme for the next financial year is determined together with forward programmes for the next two years. A Capital Programme is published annually.

11. People Strategy

This strategy aims to achieve a balance between the Force's difficult resource position and the need to provide pay and employment conditions, and an employment culture, that are capable of recruiting and retaining the quality of workforce needed to deliver the Authority's vision and key priorities.

12. IS/IT Strategy.

This Strategy which is subject to regular review, aims to provide IS/IT that fits user requirements, frees up business benefits to be used in the achievement of the Force's Business Aims and is compliant with the National Information Strategy for the Police Service.

13. Estates Strategy.

This Strategy aims to provide appropriate and cost-effective accommodation in both the short and long term in the required location at the required time which is fit for purpose, compliant with accepted standards and maintains or enhances the value of the organisation's assets. This currently forms part of the review of the estate under the Greyfriars replacement project.

14. Procurement Strategy.

This aims to establish a corporate procurement framework that achieves best value and continuous improvement whilst adhering to Police Authority procurement policies and Regulations, EU Regulations and complying with the National Procurement Strategy.

15. Transport Strategy

This sets out to maintain and provide a range of vehicles that are fit for the purpose and cost effective.

16. Anti-Fraud and Anti-Corruption Strategy

The Authority is set against fraud and corruption whether it is attempted on or from within it and the Strategy is designed to encourage prevention, promote detection and identify a clear pathway for investigation.

17. Risk Management Strategy

The aim is to adopt a proactive approach to Risk Management to ensure that opportunities are maximised and objectives met.

18. Internal Service Level Agreement.

An internal document providing details of the levels of service and performance the customers of the finance department can expect to receive.

19. Investment Appraisal.

This seeks to maximise the use of available resources by ensuring that the full implications of projects are quantified in order to determine which capital and revenue projects should proceed in preference to any other or the base case (the "do nothing" option). The appraisal quantifies all tangible and intangible costs and benefits over the life cycle of a project and uses the net present value technique.

20. Budgeting Process

A process has been developed which incorporates the existing decision conferencing process along with a zero based approach and specific reviews of areas of service delivery.

21. Activity Based Costing

This enables Divisional Commanders to link costs to outputs, to better identify the level of re-investment into other activities, measure the success of such re-investment and to inform the Efficiency Process. As alluded to in the 'Green Paper' the continuation of ABC is currently doubtful.

22. External Audit.

The external auditors, following the Audit Commission's Code of Practice (approved by Parliament), will give an independent assessment of how the authority is discharging its stewardship of public money. This is delivered via the Audit Commission's Annual Governance report.

23. Internal Audit.

Provides comprehensive internal audit and consultancy service to enable the Treasurer to fulfil the duty under the Accounts and Audit Regulations 2006, to maintain an adequate and effective internal audit function.

24. Accounting Standards.

The Authority is required to produce a Statement of Accounts each financial year, under the guidance of the Treasurer, which presents fairly the financial position of the Authority and for which an independent audit opinion is required. The yearly Statement must be prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom and the Accounts and Audit Regulations, the Best Value Accounting Code of Practice and include all relevant accounting standards.

25. Statutory Reporting.

The Chief Constable and the Police Authority produce Annual Reports, including the Statement of Accounts, which detail the activities and performance of the Force and Authority.

26. Treasury Management Policy

This follows CIPFA guidance and formalises policies and practices in respect of Treasury Management. The priority is to protect the capital sum invested whilst maximising investment income.

STRATEGIC AIMS

<u>Policies/Procedures/ Strategies</u>	1	2	3	4	5	6	7
1. Annual Policing	√		√				
2. Standing Orders							√
3. Committee - Scheme of Delegation						√	√
4. Scheme of Delegation to Officers		√			√	√	
5. Scheme of Delegation by the Chief Constable, Chief Executive and Treasurer		√			√	√	
6. Financial Regulations		√			√	√	
7. Manual of Financial Instructions		√			√	√	
8. Financial Management Scheme				√	√	√	
9. Medium Term Revenue Budget Forecast				√			
10. Medium Term Capital Programme Forecast			√	√			
11. People Strategy	√		√	√			
12. IS/IT Strategy	√		√	√			
13. Estates Strategy	√		√	√			
14. Procurement Strategy		√	√				
15. Transport Strategy		√	√				
16. Anti-Fraud and Anti Corruption Strategy		√				√	
17. Risk Management Strategy		√	√				√
18. Internal Service Level Agreement		√	√				

19. Investment Appraisal			√	√			
20. Budgeting Process	√	√	√				
21. Activity Based Costing			√		√		
22. External Audit			√				√
23. Internal Audit			√				√
24. Accounting Standards						√	
25. Statutory Reporting	√						√
26. Treasury Management Policy		√				√	√

APPENDIX B**FINANCIAL STRATEGY - ACTION PLAN**

Area	Detail	Target Date
Transactional Services	Consider automation of processes to further enhance the efficiency and effectiveness of the service delivery.	Ongoing.
Risk Management	To continue to embed risk management but avoid adopting a risk averse approach within the organisation	Ongoing.
Governance	Ensure that financial instructions are updated in line with the revised financial regulations and are embedded into the organisation	December 2008
Efficiency / Productivity	To further enhance the Force's ability to identify and capture efficiency/productivity savings for at least the CSR period, but also beyond	December 2008
Revenue Budget	To consider financial measures in reducing the funding gap between standstill budget and provisional Government funding for forthcoming and future years.	February 2009
Benchmarking	To benchmark costs and income levels of neighbouring forces to specific areas of low/high cost and income	February 2009
Capital Programme	To review estates requirements in conjunction with an Estates Strategy and consider appropriate financing methods.	February 2009

BEDFORDSHIRE POLICE AUTHORITY

Committee:	Finance Committee
Date:	2 October 2008
Agenda Item:	9
Report Author:	Chief Constable
Lead Officer:	Assistant Director - Resources
Subject:	HMIC Budget Comparative Report
Purpose:	To report on findings from the HMIC comparative analysis against our most similar family of forces.
Background Papers:	None

1. **Background**

- 1.1 As part of the overall baseline (risk assessment) process undertaken by Her Majesty's Inspectorate of Constabulary (HMIC), a comparative report is produced to show how resources are being used by forces and comparing these with their most similar family of forces.
- 1.2 This report (reproduced in full at Appendix A) has now been circulated to forces and provides an independent comparison of where Bedfordshire stands in relation to its family. It does need to be noted however that the analysis is based on budget rather than actual expenditure.

2. **Analysis of the Report**

- 2.1 The report is self explanatory in many aspects with the following highlights:-

2.1.1 **Police Overtime as a percentage of police officer staff costs (Table 3a)**

Bedfordshire have a below average budgeted spend on police officer overtime. Actual costs of overtime, due to vacancies and absenteeism are higher than that actually budgeted for, however, when compared with our MSF, this is also the case for the majority of forces.

2.1.2 **Overall Cost of Service (Table 4)**

This table highlights that even with the investment incorporated within the 2008/09 budget decision, Bedfordshire has consistently been lower than average when compared to 1,000 population. It is also interesting to compare this with performance, whereby in the majority of cases, those forces who have service costs that are higher than the average have better performance than the average.

2.1.3 Non-Staff Costs (Tables 11 to 16)

Budgeted spend on supplies and services, transport and premises are a lot lower than the average.

3. Conclusion

3.1 The overall picture is one of low cost across the majority of the areas assessed by the HMIC. This clearly aligns itself to the relatively low precept increases the Authority has encountered over the past few years.

3.2 When considered against performance data it is evident that those with higher performance are those with higher cost per 1,000 population which whilst it does not provide any answers is useful context when considering performance issues and the issue raised in the PURE assessment that low cost does not necessarily provide good value for money.

4. Recommendation

4.1 That the report be noted.

**Gillian Parker
Chief Constable**

FINANCE AND RESOURCES ANALYSIS 2008/09

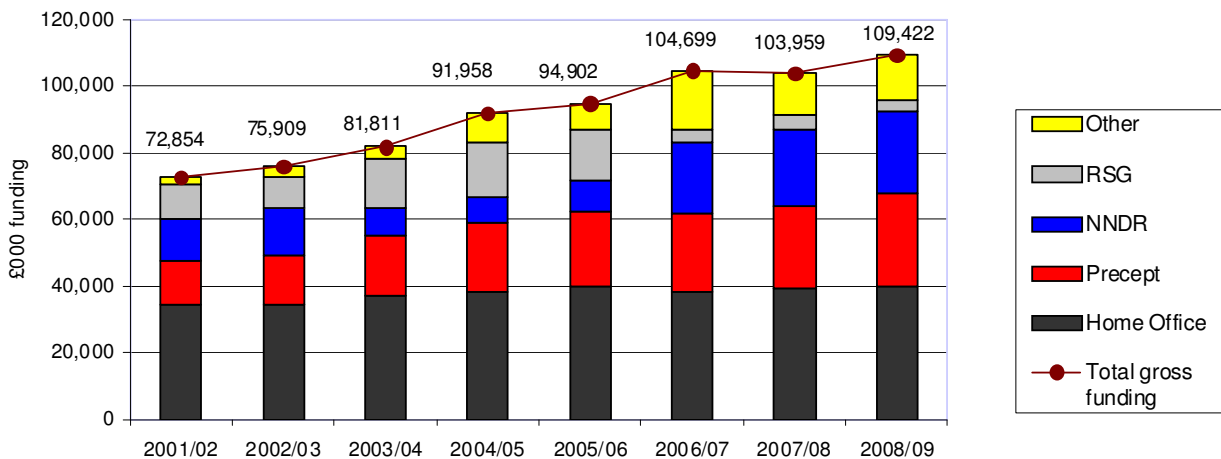
BEDFORDSHIRE

The purpose of this paper is to provide background information for each authority/force on their use of resources. This information will contribute to the overall baseline (risk assessment) process and will help identify forces for inspection.

This paper concentrates on resource INPUTS to the service and does not try to relate inputs to outputs or outcomes. The HO through the PPAF, Policing Performance Assessment Framework (domains project) is undertaking this task. The latest (December 2007) most similar force analysis (MSF) has been used in the analyses in this paper. MSF analysis gives Bedfordshire the comparative forces of Hertfordshire, Sussex, Hampshire, Essex, Thames Valley, Kent and Avon & Somerset.

The source of all data in this paper is CIPFA 2008/09 Police Estimates unless shown otherwise. The data in the tables from page 3 onwards are sorted on the 2008/09 results. For the past two years HMIC have been working closely with CIPFA to improve the consistency of reporting of information relating to PFI and to FRS17.

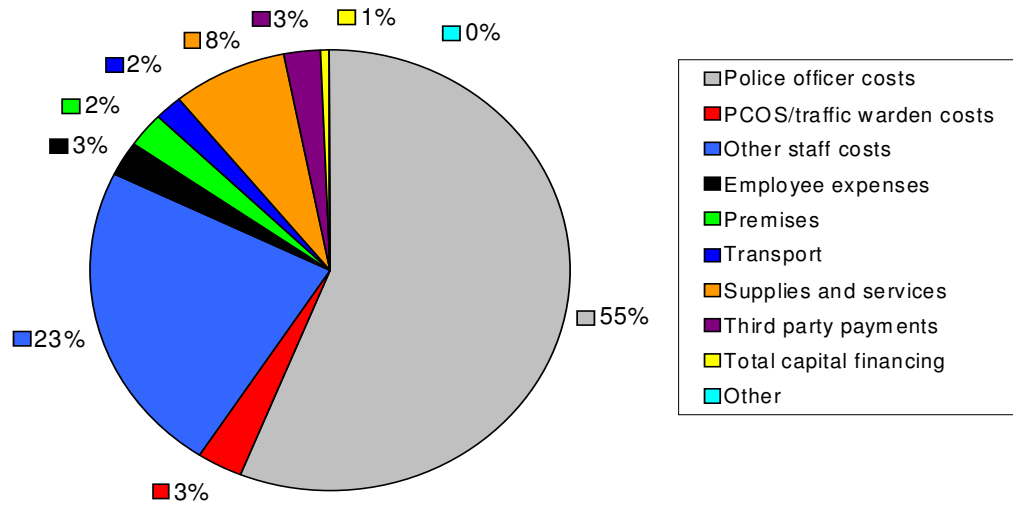
Table 1: Bedfordshire: Sources of funding



The histogram above illustrates the increasing percentage of funding deriving from the precept and other sources (mainly income and specific grants). The Home Office grant remains fairly constant over the years.

HMIC Finance and Resources Baseline Asset

Table 2: Bedfordshire: Gross expenditure analysis 2008/09



The above pie chart shows that staff costs account for 81% of Bedfordshire’s 2008/09 gross revenue expenditure. Police officer staff costs form the highest proportion of Bedfordshire’s gross revenue expenditure at 55% (£61,255,000 out of £109,422,000). Other staff costs form the next highest proportion at 23% (£25,308,000), PCOS and traffic wardens account for 3% (£3,416,000), Supplies and services account for 8% (£8,530,000), Premises for 2% and Transport for 2%.

The table below shows the MSF comparative percentages for 2008/09 for each of these categories of expenditure.

Table 3: MSF comparative percentage expenditure for 2008/09

Force	Police officer staff costs	PCOS/traffic warden staff costs	Other staff costs	Employee expenses	Premises	Transport	Supplies and services	Third party payments	Total capital financing	Other	TOT
	%	%	%	%	%	%	%	%	%	%	%
Beds	56.0	3.1	23.1	2.6	2.3	1.9	7.8	2.6	0.6	0.0	100
Herts	53.9	3.5	25.0	1.3	3.5	1.4	8.0	2.6	0.8	0.0	100
Sussex	53.6	3.5	20.7	1.2	3.9	2.0	12.0	1.4	1.7	0.0	100
Hampshire	57.8	2.8	21.7	1.7	3.2	2.5	8.9	0.6	0.4	0.4	100
Essex	54.4	3.7	25.1	0.4	3.3	2.1	8.8	1.2	1.0	0.0	100
Thames Val	52.5	3.8	21.8	1.8	5.5	2.6	9.6	1.4	1.0	0.0	100
Kent	58.5	3.0	22.4	1.5	4.6	2.0	7.3	0.6	0.0	0.0	100
Avon & S	59.7	3.4	21.8	0.8	2.8	2.4	6.2	1.8	1.0	0.0	100
AVERAGE	55.8	3.4	22.7	1.4	3.7	2.1	8.6	1.5	0.8	0.1	100

Bedfordshire spend the highest comparative percentage of their budget on employee expenses and a comparatively low percentage on premises.

Table 3A: Police overtime as a percentage of police officer staff costs (including overtime) £

Force	Police officer total staff cost (inc o/t) £	Police officer overtime £	% of overtime (o/t as a % total P.O. staff cost inc o/t)
Avon & Somerset	172,959	3,973	2.3%
Hertfordshire	109,244	2,712	2.5%
Essex	164,012	5,114	3.1%
Bedfordshire	61,255	1,955	3.2%
Sussex	158,049	5,020	3.2%
AVERAGE	157,856	6,074	3.8%
Hampshire	194,393	9,120	4.7%
Thames Valley	212,600	10,694	5.0%
Kent	190,336	10,002	5.3%

Bedfordshire have a below average overtime percentage.

Table 3B: Other staff (PCOS, traffic wardens and other) overtime as a percentage of other staff costs (including overtime) £

Force	Other staff total staff cost (inc o/t) £	Other staff overtime £	% of overtime (o/t as a % total other staff cost inc o/t)
Essex	86,920	618	0.7%
Sussex	71,339	587	0.8%
Avon & Somerset	72,937	614	0.8%
Bedfordshire	28,724	266	0.9%
Hertfordshire	57,795	670	1.2%
AVERAGE	73,315	941	1.3%
Thames Valley	103,617	1,680	1.6%
Hampshire	82,517	1,545	1.9%
Kent	82,670	1,545	1.9%

Bedfordshire have a below average overtime percentage.

OVERALL COST OF SERVICE

Table 4: Gross service costs per 000 population £

Force	2006/07	2007/08	2008/09
Essex	182,502	173,605	180,638
Hampshire	178,479	180,212	183,709
Bedfordshire	181,706	178,440	185,241
Avon & Somerset	167,407	181,710	185,540
Thames Valley	182,048	183,495	187,607
AVERAGE	182,514	183,141	188,252
Hertfordshire	188,398	182,148	191,497
Sussex	195,961	191,929	192,902
Kent	183,614	193,585	198,880

Expenditure on the service per 000 population is below group average.

STAFFING

Table 5: Gross service costs per police officer FTE £

Force	2006/07	2007/08	2008/09
Avon & Somerset	75,991	82,064	85,409
Hampshire	83,401	85,465	85,581
Bedfordshire	83,759	83,167	85,889
Essex	89,109	83,783	87,515
Kent	82,039	85,837	87,720
AVERAGE	86,808	87,225	89,640
Sussex	94,784	93,236	92,802
Hertfordshire	91,752	88,862	94,244
Thames Valley	93,629	95,382	97,957

Service cost per police officer is below group average.

Table 6: Heads of population per FTE police officer

Force	2006/07	2007/08	2008/09
Kent	447	443	441
Avon & Somerset	454	452	460
Bedfordshire	461	466	464
Hampshire	467	474	466
AVERAGE	475	476	476
Sussex	484	486	481
Essex	488	483	484
Hertfordshire	487	488	492
Thames Valley	514	520	522

Bedfordshire have an above average level of policing per head of population.

Table 7: Management on-costs (source: HMIC and HO statistics)

Force	at end March 2006	at end March 2007	at end March 2008
Essex	34.5%	37.3%	36.7%
Kent	33.5%	35.7%	38.0%
Thames Valley	33.8%	36.6%	38.4%
Bedfordshire	34.3%	36.4%	38.5%
Avon & Somerset	34.9%	39.3%	39.6%
AVERAGE	35.1%	38.2%	40.4%
Hertfordshire	30.8%	35.1%	43.3%
Sussex	39.8%	42.9%	44.0%
Hampshire	39.1%	42.5%	44.6%

Bedfordshire have below average on-costs.

Table 8: Ratio of police constables to sergeants and above FTE

Force	2006/07	2007/08	2008/09
Essex	4.0	3.8	3.8
Kent	3.9	3.7	3.6
Avon & Somerset	3.8	3.7	3.6
Bedfordshire	3.9	3.5	3.5
AVERAGE	3.6	3.5	3.4
Hertfordshire	3.5	3.4	3.3
Thames Valley	3.4	3.2	3.2
Hampshire	3.4	3.0	3.1
Sussex	3.2	3.2	3.0

Bedfordshire have a close to average ratio of constables to sergeants and above.

Table 9: Ratio of uniformed police officers (FTE) to paid support/other staff (excluding voluntary staff)(FTE)

Force	2006/07	2007/08	2008/09
Hampshire	1.5	1.4	1.4
Avon & Somerset	1.7	1.3	1.4
Bedfordshire	1.3	1.3	1.3
Sussex	1.3	1.3	1.3
Essex	1.4	1.4	1.3
AVERAGE	1.4	1.3	1.3
Kent	1.4	1.2	1.2
Hertfordshire	1.2	1.2	1.1
Thames Valley	1.3	1.2	1.1

Bedfordshire have the average ratio of uniformed police officers to support and other staff. Please note that this analysis excludes voluntary staff.

PENSIONS

Table 10: Number of police pensioners per FTE police officer

Force	2006/07	2007/08	2008/09
Hertfordshire	n/a	n/a	0.72
Bedfordshire	0.75	0.78	0.78
Essex	0.77	0.76	0.78
Thames Valley	0.75	0.78	0.80
Kent	0.79	0.81	0.83
AVERAGE	0.84	0.80	0.84
Hampshire	0.83	0.88	0.86
Avon & Somerset	1.04	n/a	0.98
Sussex	0.97	0.81	0.99

Bedfordshire have a below average number of police pensioners per FTE police officer.

SUPPLIES AND SERVICES

Table 11: Expenditure on supplies and services per FTE police officer £

Force	2006/07	2007/08	2008/09
Avon & Somerset	4,916	5,344	5,307
Kent	6,725	6,814	6,421
Bedfordshire	5,734	6,175	6,695
Hertfordshire	7,000	6,898	7,535
Hampshire	7,377	7,334	7,574
Essex	8,370	6,849	7,715
AVERAGE	7,667	7,496	7,719
Thames Valley	8,822	9,051	9,406
Sussex	12,394	11,500	11,100

Table 12: Expenditure on supplies and services per FTE all paid staff (police officers and other staff, excluding voluntary staff) £

Force	2006/07	2007/08	2008/09
Avon & Somerset	3,091	3,052	3,064
Kent	3,925	3,676	3,551
Bedfordshire	3,243	3,525	3,801
Hertfordshire	3,854	3,766	3,941
AVERAGE	4,418	4,227	4,286
Essex	4,828	3,970	4,336
Hampshire	4,409	4,275	4,443
Thames Valley	5,060	5,021	4,832
Sussex	6,934	6,529	6,323

Bedfordshire have below average expenditure on supplies and services.

TRANSPORT REVENUE COSTS

Table 13: Transport related expenses per police officer FTE £

Force	2006/07	2007/08	2008/09
Hertfordshire	1,182	1,258	1,355
Bedfordshire	1,858	1,857	1,645
Kent	1,783	1,713	1,757
Sussex	1,733	1,824	1,845
Essex	1,732	1,684	1,851
AVERAGE	1,825	1,861	1,898
Avon & Somerset	1,899	2,051	2,053
Hampshire	2,030	2,071	2,107
Thames Valley	2,386	2,428	2,570

Table 14: Transport related expenses per FTE (police officers and other staff, excluding voluntary staff) £

Force	2006/07	2007/08	2008/09
Hertfordshire	651	687	708
Bedfordshire	1,051	1,060	934
Kent	1,041	924	971
Essex	999	976	1,041
Sussex	970	1,036	1,051
AVERAGE	1,061	1,051	1,056
Avon & Somerset	1,194	1,171	1,185
Hampshire	1,213	1,207	1,236
Thames Valley	1,369	1,347	1,320

Bedfordshire have below average transport revenue costs.

PREMISES REVENUE COSTS

Table 15: Premises related expenses per police officer FTE £

Force	2006/07	2007/08	2008/09
Bedfordshire	1,789	1,965	2,001
Avon & Somerset	2,112	2,373	2,426
Hampshire	2,155	2,310	2,732
Essex	2,776	2,948	2,909
Hertfordshire	2,329	2,929	3,272
AVERAGE	2,742	3,142	3,305
Sussex	3,484	3,723	3,662
Kent	2,778	3,765	4,050
Thames Valley	4,510	5,126	5,392

Table 16: Premises related expenses per FTE (police officers and other staff, excluding voluntary staff) £

Force	2006/07	2007/08	2008/09
Bedfordshire	1,012	1,121	1,136
Avon & Somerset	1,328	1,355	1,400
Hampshire	1,288	1,347	1,602
Essex	1,602	1,709	1,635
Hertfordshire	1,282	1,599	1,711
AVERAGE	1,584	1,765	1,823
Sussex	1,949	2,113	2,086
Kent	1,621	2,031	2,239
Thames Valley	2,587	2,844	2,770

Bedfordshire have the lowest premises related expenses of the group.

This report has been prepared by Jenny Mason (Consultant) for HMIC's Finance and Resources Team to support the Baseline Assessments of forces. It uses IPF published material (the CIPFA Police Estimates) and is also available for use by Item 9 HMIC comparative report Appendix.doc

HMIC Finance and Resources Baseline Asset

Forces, via e-mail, through their Lead Staff Officers. It is posted on HMIC's internal system on: F/HMIC/Finance/BaseAssessments2008/9/Comparative/*Forcename*. .
Any comments should be sent to Barry Coker, HMIC,
Email: barry.coker@homeoffice.gov.gsi.uk