



# Agenda

4 December 2007

## FINANCE COMMITTEE

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

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



CALL Janet Wardell on (01234) 842066



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

(Mr M Farooq, Mrs E Horrocks, Mrs P Fletcher Mrs L Hockey, Mr M Pantling,  
Mr R Saleem, Mr J Wells 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 **Tuesday 4 December 2007**

**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 2 October 2007.**  
By Chairman - minutes\*
2. **Matters Arising**
3. **Declarations of Interest**  
To receive any personal or prejudicial interests from Members
4. **Revenue Budget, Capital Programme and Efficiency Plan - 2007/2008 - Performance**
  - (a) Revenue Budget – Report\* of the Chief Constable
  - (b) Capital Programme - Report\* of the Chief Constable
  - (c) Efficiency Plan - Report\* of the Chief Constable
5. **Draft Capital Programme - 2008/9 - 20010/11**  
Joint Report\* of Chief Executive/Treasurer and Chief Constable
6. **Revenue Budget 2008/2009 – Provisional Police Finance Settlement**  
Joint Report\* of Chief Executive/Treasurer and Chief Constable
7. **Members Allowance Scheme**  
Joint Report\* by the Clerk and Chief Executive/ Treasurer
8. **Treasury Management - Operations Report – 2007/08**  
Report\* of the Chief Constable
9. **Procurement Strategy**  
Report\* of the Chief Constable

**FINANCE COMMITTEE**

**2 October 2007**

**PRESENT**

Mr J Wells (In the Chair)

Mr M Farooq, Mrs E Horrocks, Mrs P Fletcher, Mrs L Hockey and Mr R Saleem

Mr Conniff also attended the meeting

Apologies for absence were received from Mr M Pantling, and Mr R Younger

**07/qf/26**

**MINUTES**

The minutes of the meeting of the Committee held on 26 June 2007 were confirmed.

**07/qf/27**

**MATTERS ARISING**

**07/QF/16 - 2006/07 Revenue Budget – Final Outturn**

(a) BCU funding for partnerships

A discussion took place on whether or not the Finance Committee should receive regular information about the use of BCU funding so as to monitor if the return of the investment. The Head of Finance advised that due to future expected changes around Compulsory Area Assessments, a section covering Partnership funding including the BCU grant would be incorporated into the revenue budget monitoring report.

(b) Specific Grants for PCSO's and BCU's

The Head of Finance reported that a response had recently been received from the Tony McNulty MP which advised that the commitment to Neighbourhood Policing, by the Home Office, remained as well as sustaining the level of investment into PCSOs. He also explained that other Authorities had expressed concern around the BCU grant ceasing but specific details about this grant will not be available until later in the year when the Finance Settlement is announced.

A copy of the letter would be circulated to all Members. A copy of the response to the Government's Consultation Paper on the Local Government's Finance Formula Grant distribution would also be circulated to Members of the Committee.

(c) Use of Interpreters

An update was given by Chair of the Authority and the Head of Finance on the work that was being undertaken since the last meeting both regionally and nationally on how to use Interpreters in a most cost effective way.

**07/qf/18 – Procurement Strategy**

Members noted that collaboration on procurement was continuing, mostly around standardisation, however due to it being an integral part of other collaboration opportunities, such as the IT collaboration, which Members would be considering at the meeting of the Authority on 12 October 2007, it's progress was slow at present.

**07/qf/28 – Police (Disposal of Property ) Regulations 1997**

The Head of Finance advised that 16 applications had been received as a result of the advertisement in the local newspapers advising of the available funds. He suggested that Members might wish to consider establishing a Panel to consider the applications.

**RESOLVED**

That a Panel comprising Mr Conniff, Mrs Horrocks and Mr Wells meet to determine the allocation of the monies from the Police (Disposal of Property) fund.

**07/qf/28      DECLARATION OF INTERESTS**

There were no declarations of personal or prejudicial interests from Members

**07/qf/29      NATIONAL STRATEGY FOR POLICE INFORMATION SYSTEMS (NSPIS) - CASE AND CUSTODY PREPARATION**

The Committee received an oral report by Hew Jenkins, the Project Manger for the implementation of the case and custody preparation

system. A phased rollout of the project had commenced in April beginning with Greyfriars followed by Dunstable in May and Luton in July. This phased process had worked well as it had enabled the Project team to identify and rectify any technical problems

Overall the Force had considered that the implementation of the system had been a success and that determination from both the Officers and the Authority to secure a system that was fit for purpose had enabled this to happen. There had also been a focus on training the users prior to the implementation and this had added to the success of the implementation

In terms of funding the system the NIPA would meet the costs for the next 3 years. The NIPA would provide the benefits analysis of the system based upon the data returns.

It was noted that additional functions would be added to the system over the next few months to incorporate changes in recent legislation particularly PACE, a link to the CPS was expected to be added to the system in 2008.

Members congratulated the Officers involved in making the implementation process a success and particularly welcomed the focus that had been placed on training the users.

07/qf/30

### **MOBILE DATA**

The Committee received a presentation from Inspector Jim Hitch which provided an update on the implementation of a mobile data system. By way of background to new Members he briefly outlined the rationale behind the project. He emphasised that focus of the project had been around cost and the simplest solution. The Blackberry device met these criteria and had proven performance, security and simplicity of use and maintenance.

The main concern throughout the project was the acceptance by police officers of such a cultural change. Training on the use of the device had formed a major part of the implementation programme but there were still between 5 and 10% of Officers who were non-users. Officers were however continually being encouraged to use it.

The immediate efficiency gains arising from the use of the system primarily related to the increase out of station time, improved visibility and performance. A budget of £1m had been set aside for the project

but this had not been utilised as considerable savings had been made when purchasing the devices.

In response to Members questions around training and non users Inspector Hitch provided assurance that this was now being included in the IDLP programme and that any non usage would be recorded on an Officer's PDR. Members were also satisfied with the security of the data on the device should it be lost.

The Chair enquired whether or not the witness statements could be put directly onto the device and then transferred to the case file. Inspector Hitch responded that the blackberry device could not do this but the Professional Standards Department was currently piloting another system that may provide this capability but would prove to be extremely expensive. Whilst it was expensive the Chair considered that this would provide better efficiency and customer satisfaction.

The Chair of the Committee congratulated Inspector Hitch on such a successful project and wished him well his new role within the Luton Division.

07/qf/31

#### **MOBILE CUSTODY UNIT – PROGRESS ON ACTION PLAN**

The report of the Chief Constable was submitted which summarised the use of the Mobile Custody Unit (MCU) in force over the past year and evaluated its value to the force as an operational asset.

Overall the business benefits that had been originally intended from the purchase of the unit in 2005 had yet to be realised and the barriers to achieving this were set out in the report.

Members noted that the Guernsey Police had now confirmed that they would hire the MCU for six months, as they required a contingency for the loss of custody facilities.

Members considered that in addition to the information in the report it would be useful to have details on the usage rate and this would be circulated to Members.

The report set out a number of options to make better use of the vehicle. Members were particularly interested to learn about the proposal to combine the functionality with the Police Operations Command vehicle.

In recognition that the vehicle usage had not been utilised as planned

there was a general feeling amongst Members that the MCU vehicle should be sold. However given that the vehicle would now be utilised in Guernsey for 6 months it was suggested that the options set out in the report be evaluated and that a decision be made nearer the time as to whether or not the retention of the vehicle remained viable.

#### **RESOLVED**

1. The business benefits of the MCU are re-evaluated when the force's business continuity project has sufficiently progressed.
2. UPS conducts a formal assessment of the viability of utilising the MCU as a dual purpose MCU & POC thereby possibly realising efficiency savings.
3. In the interim current operational deployments persist and that UPS conducts a dispassionate evaluation of opportunities for wider deployment.
4. That having completed 1) – 3) a pragmatic cost / benefit evaluation is carried out within six months to determine whether the MCU should be retained.

07/qf/32

#### **REVENUE BUDGET, CAPITAL PROGRAMME AND EFFICIENCY PLAN PERFORMANCE 2007/2008**

The Committee considered reports by the Chief Constable on the implementation and management of the 2007/2008 Revenue Budget, Capital Programme and Efficiency Plan.

#### **Revenue Budget**

Members were advised that at this stage there was a forecast overall overspending of £0.350M. This comprised overspends of £0.115M in the devolved budgets and £0.235M in the corporate budgets. The Police Authority Budget remained on target.

The reasons for the variances were detailed in the report. Of particular concern to Members was the level of forecasted underspending on Police Officer costs arising from the high level of Police Officer vacancies. The Head of Finance assured Members that the expected underspending was based on the expected level of vacancies

throughout the year and that vacancies were not being held open to achieve savings.

He explained that it was recognised that the level of vacancies the Force would have in any one financial year, due to natural wastage and recruitment profiles would be in the region of 1.5% of the police officer establishment. However, the current and forecasted levels of vacancies were higher than the 1.5% hence the the expected underspending of £260K..

Members were very concerned about the impact this number of vacancies was and would have on Force performance and therefore explained that the Authority as a whole should look at this as a priority in the 2008/09-budget process.

The report emphasised that the current forecast was likely to fluctuate throughout the year the main variables being the centred around the number of major incidents and the impact of the pay awards for police officers and police staff.

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 2007/08.

### **Capital Programme**

With regard to the Capital Programme the latest estimate of Total Costs indicated an increase in total costs of £0.041M from £26.566M to £26.607M. This variance mainly related to a variations in the Estates and IS-IT Strategies

With regard to the latest forecast of payments in 2007/08 showed a reduction of £4.562 M. The majority of this underspend related to the Greyfriars Police Station replacement programme but there were other variances in the Estates and IS-IT Strategies and these were detailed in the report.

Appended to the report were progress reports on the IMPACT programme and the replacement of Greyfriars Police Station. The Head of Finance orally reported that Bedford Borough Council had now been granted outline planning permission (with conditions) for the Bedford Town Centre (West) Redevelopment.

The report also highlighted that due to changes in legislation around night-time flying one of the Chiltern Air Support Consortiums helicopters would need replacing in 2010 if night-time flying was to continue post 2010.

The Consortium was currently looking at the options open to it in terms of the replacement, however the Home Office had made available one-time funding to support the replacement programme, which required Police Authorities to submit their bid by 31<sup>st</sup> October to secure funding.

It had been explained to the Home Office that whilst a bid would be submitted within the given timescales, the Authority reserved the right to revoke its bid if further work around the helicopter replacement provided an alternative solution. At this stage of the process, the actual cost of the helicopter could not be fully quantified but assuming a Home Office contribution, the likely cost to Bedfordshire would be in the region of £200K and £250K.

The Consortium had been tasked with providing a number of solutions for both the Consortium Board and Police Authorities to consider in order that a fully informed decision can be made on the way forward for the consortium following this change in legislation. These options would be brought back to the Committee for consideration.

### **Efficiency Plan**

Progress on the implementation of the Efficiency Plan was also reported.

The current estimated total level of savings was of £8.368M was an increase on the original plan of £6.734M which was well above the 3% Home Office target of £2.737M at 9.17%.

The increase was mainly due to the achievement of the front-line policing target in 2006/07 which had had the impact of increasing the level of carry forward available into 2007/08.

Details of the individual efficiency plan items, together with the current estimate of outturn based on the latest available management information for the first quarter ended June 2007 were appended to the report.

The Committee also noted that the HMIC had confirmed that the Force had achieved the Home Office target for 2006/2007 and that the formal notification was awaited.

The report also highlighted that the Home Office were currently consulting on a new Police Force efficiency framework for 2008/09 onwards and that Bedfordshire response had highlighted a number of concerns.

The consultation period ended 1<sup>st</sup> October 2007 and the Committee would be informed of any future developments

**RESOLVED**

1. That the report be noted in respect of the latest estimate of payment and resources.
2. That the Authority addresses its approach to the recruitment of Police Officers as part of the 2008/09-budget process.
3. That the Committee endorse a bid for helicopter replacement on the proviso outlined in the report now submitted

**06/qf/33**

**TREASURY MANAGEMENT – OPERATIONS REPORT – 2007/2008**

The Treasurer submitted a report which summarised the Treasury Management Operations that had taken place since the last report to the Committee in June 2007.

**RESOLVED**

That the report be noted.

**06/qf/34**

**FINANCIAL STRATEGY REVIEW**

The joint report of the Chief Constable and Treasurer was considered on the outcome of the annual review of the Financial Strategy for Bedfordshire Police. An action plan was also submitted which gave details of those issues which were either outstanding or incomplete.

In discussing the content of the Strategy Members agreed that strengthening of the references to a link between performance management monitoring and financial monitoring was required and the Head of Finance agreed to do this.

**RESOLVED**

1. That the Financial Strategy as now amended be endorsed
2. That the action plan be endorsed.

**07/qf/35**

**INSURANCE RENEWALS**

The Committee noted the outcome of the Insurance renewal exercise undertaken by Heath Lambert, the Force's insurance broker. The report provided details of the five areas to be insured, the premium and the name of the successful Insurer. The arrangements would commence from 1 October 2007.

## BEDFORDSHIRE POLICE AUTHORITY

**Committee:** Finance Committee  
**Date:** 4<sup>th</sup> December 2007  
**Agenda Item:** 4a

**Report Author:** Chief Constable

**Lead Officer:** Head of Finance

**Subject:** 2007/2008 Revenue Budget Performance

**Purpose:** To report progress on the implementation and management of the 2007/2008 revenue budget.

**Background Papers:** None

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### 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 16<sup>th</sup> February 2007 approved a revenue budget of £91.229M. At its meeting of 20<sup>th</sup> July, the Police Authority approved to carry forward overspends of £0.019M. This report therefore monitors expenditure against a total resource figure of £91.210M made up as follows:

	£'000
Force Budget	90,345
Authority Budget	865
Total Resources	<u>91,210</u>

### 3. Latest Assessment

- 3.1 Details of budget provision, expenditure incurred up to 31<sup>st</sup> October 2007 and forecast outturn are provided at Appendix A. This shows that at this stage of the year it is anticipated that an underspend of £0.485M will be achieved at the end of the financial year. This is broken down as shown below:

	£'000
Devolved Budgets	(390)
Corporate Budgets	(95)
Police Authority Budgets	0
	<u>(485)</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 a saving of £0.390M on devolved budgets is predicted, the variances within this figure are shown below:

- Doctors Fees – the demand levels for this service have constantly increased and whilst negotiations are taking place with the service provider to re-address the demand levels within the contract it is likely that costs will exceed budget in this area to the sum of £0.180M in this financial year. This increase in costs is not isolated to Bedfordshire with increases in costs, at a similar proportionate level being experienced by the South-East Region forces.
- Police Staff Costs – A net underspend of £0.055M is estimated on Police Staff Costs at this stage, this figure could fluctuate once more is known about the introduction of the Corporate Services model.
- Police Officer Costs – the Force continues to remain under strength in terms of officer numbers and although some resources are redirected to fund overtime and frontline agency staff such as investigation officers, it is expected that a saving in the region of £0.425M can be achieved.
- Minor underspends have also been forecast on supplies and services, mainly in the areas of I.T. and Corporate Development.

3.3.2 At this stage of the year, the changes introduced for forensics submissions in addition to the increase in the budget provision for DNA and Forensics would appear to be sufficient in terms of maintaining expenditure in this area with budget. However, it is worth emphasising that an increase in the level of major incidents may result in this being overspent.

### 3.4 Major Incidents

3.4.1 The creation of the major incident unit has helped to insure that the majority of costs associated with Major Incidents are held within Protective Services, however, Divisions will still encounter some costs at the outset of an incident.

3.4.2 Included in the expenditure to date figures for devolved budgets are the spend on 9 major incidents that have occurred either during this year or continue to be investigated from previous years.

3.4.3 Extracts taken from the Holmes system suggest that approximately £0.915M has been spent on these incidents in the current financial year up to October 2007. This figure is analysed further in the tables below.

#### Spend on Major Incidents April to October 2007

	£'000
Officer time	797
Forensics	88
Interpreters	10
Travel	15
Other	5
	<hr/>
	915
	<hr/>

### Spend on Major Incidents - April to October 2007

Incident	Description	£'000
Maroon	Murder in Bedford (Jan 06)	41
Chord	Serious Crime, Dunstable (April 06)	88
Monarch	Murder in Luton (May 06)	74
Coypu	Murder in Luton (Oct 06)	134
Gielgud	Murder in Bedford (April 07)	120
Exe	Murder in Luton (May 07)	189
Walkham	Murder in Luton (June 07)	160
Ellendale	Murder in Dunstable (Aug 07)	60
Whernside	Serious Assault, Luton (Aug 07)	49
		915

#### 3.4 Performance Fund

3.4.1 A performance fund has been established to run until the end of the financial year. It will be available across the Force for performance improvement and will be overseen by the Assistant Chief Constable. This fund equates to £85,000 and has been established from both devolved and corporate budgets throughout the Force.

#### 3.5 Corporate Budgets

3.5.1 At this stage in the year it is anticipated that there will be an underspending of £0.095M on the corporate budgets the larger variances are as follows:

- Police Staff Costs – The current level of PCSO numbers are below that budgeted for at the start of the financial year and the grant received per PCSO is based on an average salary that exceeds the current cost to the Force. These two variations will result in savings of approximately £0.280M.
- Redundancies – One-off extraordinary costs associated with the Corporate Services restructure currently stand at approximately £0.170M.
- Capital Financing – Loans to help finance the Capital Programme are unlikely to be required presently due to delays in the Greyfriars replacement project. Assuming they are postponed until the next financial year, this will generate revenue savings in the region of £0.130M in this financial year on interest paid on loans.
- Investment Income – Higher interest rates than anticipated has meant investment income is likely to be £0.075M higher than the budgeted figure.

3.5.2 As Members will be aware the implementation of Corporate Services may lead to a number of redundancies within the Force for which an estimated cost has been included in the outturn forecast.

#### 3.6 Police Authority

3.6.1 The current forecast of the Police Authority is that spend will break-even at the year end.

#### 3.7 Overview

3.7.1 This forecast is based upon expenditure incurred in the first seven months of the year. Therefore it is likely that this forecast could fluctuate throughout the remainder of the year with the potential impact that a major incident could have, as well as the full impact of the Corporate Services model implementation.

3.7.2 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.

**4. Overtime Target**

- 4.1 Although no additional target has been set for 2007/08 the Authority is required to maintain the 15% reduction it has achieved since 2003/04. At this stage of the financial year the indications are that this target should be met.

**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 2007/08.

**6. Risk Assessment**

- 6.1 Whilst the current forecasts are that expenditure will match budget for the year 2007/08, the risks highlighted at 3.7 could significantly alter this situation and hinder the performance of the Force in meeting its objectives.

**7. Financial Implications**

- 7.1 Savings of £0.485M are forecast at this stage of the year, however, stringent control of resources remains paramount to ensuring that this is maintained throughout the financial year.

**8. Benefits**

- 8.1 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.

**9. Recommendation**

- 9.1 That Members note the report.

Report prepared by:  
Stuart Goodwin  
Principal Accountant

On behalf of  
Gillian Parker  
Chief Constable

**2007/08 Revenue Budget Summary**

	Budget Provision £'000	Expenditure to 31st October 2007 £'000	%	Forecast Outturn £'000	Forecast Variation £'000
<b>Force</b>					
<b>Employee Expenses</b>					
Police Pay	49,905	27,456	55	49,480	-425
Police Staff Pay	25,980	14,819	57	25,865	-115
Pensions	12,693	8,607	68	12,693	0
Other Employee Costs	3,287	945	29	3,457	170
<b>Premises</b>	2,538	1,508	59	2,538	0
<b>Transport</b>	2,506	1,651	66	2,506	0
<b>Supplies &amp; Services</b>					
Equipment & Uniforms	1,534	813	53	1,534	0
I.T.	1,241	725	58	1,241	0
Other	5,032	2,317	46	5,122	90
<b>Agency &amp; Contracted Services</b>	2,599	1,440	55	2,599	0
<b>Capital Financing</b>	530	71	13	400	-130
<b>Income</b>					
Grants	-12,691	-10,922	86	-12,691	0
Interest	-775	-243	31	-850	-75
Other	-4,034	-3,122	77	-4,034	0
	<b>90,345</b>	<b>46,065</b>	<b>51</b>	<b>89,860</b>	<b>-485</b>
<b>Police Authority</b>					
Employees	259	146	56	259	0
External Audit	71	36	51	71	0
Bank Charges & Internal Audit	31	16	52	31	0
Youth Action	35	9	26	35	0
Members Allowances	220	131	60	220	0
Conferences, Grants & Subscriptions	57	40	70	57	0
Consultancy & Publicity	128	94	73	128	0
Other Expenses	64	22	34	64	0
	<b>865</b>	<b>494</b>	<b>57</b>	<b>865</b>	<b>0</b>
<b>Total</b>	<b>91,210</b>	<b>46,559</b>	<b>51</b>	<b>90,725</b>	<b>-485</b>

### 2007/08 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	Forecast compared to Divisional Budget £'000 %	Forecast compared to Force Budget %		
<b>Territorial Policing</b>				
J Div	(150)	(0.67)	(0.16)	Forecast underspend as a result of officer vacancies offset by additional costs around overtime. These are being closely scrutinised by the Division.
C Div	(200)	(1.29)	(0.22)	Luton currently has a high level of police officer vacancies, the savings from which are partly being offset by overtime but at this stage an underspending is forecast.
Citizen Focus	50	1.09	0.05	Projected overspend on Call Handling Centre.
	<b>(300)</b>	<b>(0.70)</b>	<b>(0.33)</b>	
<b>Protective Services</b>				
Protective Services	180	0.77	0.20	Financial pressures are being faced by the uniformed part of Protective Services particularly around overtime levels. Whilst a considerable level of work is being done to reduce/minimise spend in this area, it is prudent to report it at this stage. The Force is also seeing and predicting an increase in demand for Doctors in custody which is resulting in a large spend above the contracted level.
<b>Corporate Services</b>				
Human Resources	(130)	(3.52)	(0.14)	Officer & Staff vacancies have exceeded the required amount necessary to cover reduced IPLDP income
Finance	-	-	-	Minor Variations
Estates	-	-	-	
Corporate Development	(70)	(3.90)	(0.08)	Savings within the Performance Delivery & Corporate Development units.
IS/IT	(70)	(1.80)	(0.08)	Minor Variations
	<b>(270)</b>	<b>(2.04)</b>	<b>(0.30)</b>	
<b>Corporate</b>	<b>(95)</b>	<b>(0.79)</b>	<b>(0.10)</b>	As detailed in body of report
<b>Police Authority</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total</b>	<b>(485)</b>	<b>-</b>	<b>(0.53)</b>	

## Grant Funded Initiatives

	£'000	
• Police Community Support Officers	2,551	contribution towards the cost of employing Community Support Officers at Dunstable, Luton & Bedford
• Counter Terrorism	1,162	funding provided for the policing of Luton Airport against the threat of terrorism, this also covers the cost of policing MANPADS
• Dedicated Security Posts	962	funding from the Home Office for 17 dedicated security posts
• Basic Command Unit Fund	522	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
• IPLDP	144	funding to help deliver the "Initial Probationer Learning and Development Programme"
• Pump priming - Luton	176	funding from Go-East via Luton Borough Council aimed at domestic violence, burglary & violent crime
• PSA Reward Grant	143	Funding from the Office of Deputy Prime Minister via Beds County Council to be used for Drugs Initiatives and Witness Care.
• Strategic Lead (Drugs)	40	Contribution towards the post of a Superintendent Drugs Lead.

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

	£'000
Crime Fighting Fund	2,713
South-East Allowance	390
Forensic Grant	550
Special Priority Payments	600
Rural Policing Grant	169

## BEDFORDSHIRE POLICE AUTHORITY

<b>Committee:</b>	<b>Finance Committee</b>
<b>Date:</b>	<b>4<sup>th</sup> December 2007</b>
<b>Agenda Item:</b>	<b>4b</b>
<b>Report Author:</b>	<b>Chief Constable &amp; Chief Executive/Treasurer</b>
<b>Lead Officer:</b>	<b>Head of Finance &amp; Chief Executive/Treasurer</b>
<b>Subject:</b>	<b>2007/2008 Capital Programme Performance</b>
<b>Purpose:</b>	<b>To report progress on the implementation and management of the 2007/08 to 2009/10 Capital Programme.</b>
<b>Background Papers:</b>	<b>None</b>

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### **1. Overall Assessment**

#### **1.1 Latest Assessment of Total Costs**

- 1.1.1 As reported previously to this Committee the revised programme for 2007/08 equates to £26.566M, 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 a reduction of £0.425M from £26.566M to £26.141M. The reason for this is as follows;

##### **Estates – Increase of £0.067M**

- HQ Accommodation – The final certificate for the Crime Recording Unit has now been received increasing payments in 2007/08 by £0.060M.
- Enquiry Offices, HQ Substation & Forensics Upgrade – A minor variation in the retention payments for these projects increases the overall costs by £0.007M.

##### **IS/IT – Reduction of £0.492M**

- Mobile Data – A small underspend is expected over the life of this project, more detail is contained with Appendix B of this report.
- NMIS – The server capacity for the Force was increased during a specific IS/IT project negating the requirement for an upgrade as part of the NMIS programme.
- Case & Custody – Final payments in 2007/08 are estimated at £0.075M for this project, however, as most of this will be funded from NPIA this has a minimal effect on the capital programme.
- e-Policing – This project has slipped since its inception and any future payments will be met from the minor systems provision.

- Network Server Upgrades & Storage – As previously reported this programme is likely to continue into 2009/10. Provision for this has been added to the budget.
- Telephony – The reduction in the overall cost of this project is a reflection of the reducing costs in this type of technology.
- 2008/09 Programme – Adjustments have been made to the total cost and profiling of the following projects as a result of the 2008/09 to 2010/11 programme as detailed in item 4 of this agenda, Minor Systems, UPSA & Airwave.

## **1.2 Latest Assessment of 2007/08 Payments**

1.2.1 The latest forecast of payments in 2007/08 shows a large reduction of £4.890M compared to the revised programme. The majority of this relates to the Greyfriars replacement programme, the detail of the variances are shown below.

Estates – reduction of £3.833M

- Capitalised R & M – Current programme requirements has meant some slippage into 2008/09 is likely. Future provisions for capitalised R & M are to be reviewed.
- Neighbourhood Policing Accommodation – The majority of Neighbourhood Policing Accommodation is being utilised through low cost rented accommodation, however capital costs for adaptation purposes are expected in 2008/09.
- Greyfriars Replacement Programme – The revised forecasts are based on a planning application being submitted in the early part of 2008, more detail is contained within Appendix C of this report.
- Enquiry Offices, HQ Accommodation, HQ Substation & Forensics Upgrade - As shown in paragraph 1.1.2.

IS/IT – reduction of £0.957M

- Command & Control – The collaboration process with Essex & Herts in this area means that costs are now more likely to occur in 2008/09.
- Impact (inc. CRISP) – Delays in the Eastern Counties collaboration process have slipped costs into 2008/09.
- Desktop Upgrades – The ability to keep machines longer than originally planned has enabled some of the funding to be slipped into future years.
- Homeworking/Video Conferencing – Whilst progress has been made on this project through the development of appropriate policies slippage is expected into future years.
- Mobile Data – Further detail is included in Appendix B of this report.
- Case & Custody, e-Policing & Telephony - As shown in paragraph 1.1.2

1.2.2 Further detail of the progression of the major projects within the IS/IT strategy can be found at Appendix B with Appendix C providing a similar update with regards to the Greyfriars replacement project.

1.2.3 A presentation, in relation to the Greyfriars replacement project, will be made at the next Finance Committee prior to the capital programme for 2008/09 to 2010/11 being approved.

**2. Air Support**

- 2.1 It is anticipated that capital expenditure expected in 2007/08 will be contained within existing CASU resources. However, as previously mentioned to Members the CASU Aircraft is due for replacement and therefore this provision has been slipped into 2008/09. This is covered in more detail in the draft capital programme featured elsewhere on this agenda.

**3. Funding 2007/08**

- 3.1 Appendix D assesses the implications on resources as a result of the latest estimate of payments in the 2007/08 element of the capital programme.
- 3.2 The longer term funding issues are considered as part of the 2008/09 to 2010/11 Capital Programme featured earlier on this agenda.

**4. Risk Assessment**

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

**5. Financial Implications**

- 5.1 It is estimated that payments in 2007/08 will be £4.890M lower than the revised programme.

**6. Benefits**

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

**7. Conclusion**

- 7.1 It is estimated that payments in 2007/08 will be £4.890M lower than the revised programme.

**8. Recommendation**

- 8.1 That the Committee note this report.

Report prepared by:  
Stuart Goodwin  
Principal Accountant

On behalf of  
Gillian Parker  
Chief Constable

Stephanie McMenamy  
Chief Executive/Treasurer

## Capital Programme 2007/08 to 2009/10

### SUMMARY

Strategy	Project	Description	Revised Programme			Latest Estimate (December 2007)			Variation						
			Total Cost £000	Prior to 1/4/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	Total Cost £000	Prior to 1/4/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	Total Cost £000	Payments 2007/08 £000	
Estates	B8001	Minor Works - 07/08	200	0	200	0	0	200	0	0	0	0	0	0	
	B8001	Minor Works - 08/09	200	0	0	200	0	0	200	0	0	0	0	0	
	B8001	Minor Works - 09/10	200	0	0	0	200	0	0	0	200	0	0	0	
	B8027	Enquiry Offices	958	938	20	0	0	938	13	0	0	0	(7)	(7)	
	B8055	Capitalised R&M	800	0	400	200	200	0	350	250	200	0	(50)	(50)	
	B8071	HQ Accommodation	29	0	29	0	0	0	89	0	0	0	60	60	
	B8075	HQ Substation	4	0	4	0	0	0	5	0	0	0	1	1	
	B8077	Forensics Upgrade	20	0	20	0	0	0	33	0	0	0	13	13	
	B8078	Probationer Development Unit	5	0	5	0	0	0	5	0	0	0	0	0	
	B8080	Neighborhood Policing Acc	200	1	199	0	0	1	50	149	0	0	(149)	(149)	
	B8081	Greyfriars Replacement	15,000	39	3,761	6,900	4,300	39	60	8,770	6,131	0	(3,701)	(3,701)	
	IS/IT	B8030	Resource Management	36	0	36	0	0	0	0	36	0	0	(36)	(36)
		B8033	Mobile Data	818	208	310	100	200	208	300	125	150	(35)	(10)	(10)
		B8036	NMIS	120	4	76	40	0	4	40	0	40	(36)	(36)	(36)
		B8041	Command & Control	500	29	471	0	0	29	0	171	300	0	(471)	(471)
		B8042	Case & Custody	1,224	1,224	0	0	0	1,224	75	0	0	75	75	75
		B8043	CIMS	150	0	75	75	0	150	0	75	0	0	0	0
B8051		e-policing	55	5	25	25	0	5	0	0	0	(50)	(25)	(25)	
B8052		Impact/MOPI	400	97	303	0	0	97	10	293	0	0	(293)	(293)	
B8062		Network Server Upgrades & Store	300	103	122	75	0	103	122	50	50	25	25	25	
B8064		Desktop Upgrades	390	0	90	300	0	390	0	200	190	0	(90)	(90)	
B8076		Minor Systems	350	0	150	100	100	400	150	100	150	50	50	50	
B8082		Telephony	680	9	71	300	300	559	9	50	250	(121)	(21)	(21)	
B8084		Homeworking/Video Conferencing	100	0	50	50	0	100	0	50	50	0	(50)	(50)	
B80**		WAN Infrastructure (INC pnn3)	150	0	150	0	0	150	0	0	0	0	0	0	
B8083		ICCS Hardware Replacement	100	0	100	0	0	100	0	0	0	0	0	0	
B80**		Unified Police Security Architectu	300	0	0	300	0	400	0	200	200	100	100	100	
Airwave		B8044	Airwave	1,092	0	342	750	0	592	0	342	250	(500)	(500)	(500)
Transport	B8005	Vehicle Replacement	2,085	0	670	695	720	2,085	0	670	695	720	0	0	
	B8010	Air Support	100	0	100	0	0	100	0	0	100	0	0	(100)	
Summarised as:															
Estates			17,616	978	4,638	7,300	4,700	17,683	978	805	9,369	6,531	67	(3,833)	
IS/IT			5,673	1,679	2,029	1,365	600	5,681	1,679	1,072	1,550	1,380	8	(957)	
Airwave			1,092	0	342	750	0	592	0	342	0	250	(500)	(500)	
Transport			2,185	0	770	695	720	2,185	0	670	795	720	0	(100)	
<b>TOTAL CAPITAL PROGRAMME</b>			<b>26,566</b>	<b>2,657</b>	<b>7,779</b>	<b>10,110</b>	<b>6,020</b>	<b>26,141</b>	<b>2,657</b>	<b>2,889</b>	<b>11,714</b>	<b>8,881</b>	<b>(425)</b>	<b>(4,890)</b>	

## Progress Report on the IS/IT Strategy

This Appendix provides a brief progress report on the three main projects included within the 2007/08 IS/IT Strategy.

### **IMPACT / MOPI**

There is continuing research, development and implementation of the information systems requirements for the Information Management/IMPACT programme (including MoPI). Work during this period has largely been focused on planning with new project staff, assigned to the project in July, to ensure that the IMPACT force plan can be produced for the national deadline of December 2007.

Regional collaborative work has been continuing to specify the requirements for a MoPI system. Both in business and technical areas it is hoped that a consistent approach can be taken to the implementation of MoPI Guidance so that the benefits of collaborative purchasing and harmonisation of processes are maximised. Investigations into the state of the market have identified that no supplier currently has all elements of a complete MoPI solution developed, and this will mean that the capital budget for this element of the programme will not be spent in 2007/08.

The IT requirements for delivery of MoPI training were delivered for the training to commence in October. Similarly, the IT requirements for the implementation and go-live of the new Central Information Bureau were delivered for the October deadline.

IT elements for the changes to the information management of Stop Search systems have now been completed. Improvements to the business process have been introduced, along with a new technical workflow module to return forms with errors to officers electronically. It is anticipated that this will have significant effect on data quality.

The Force received a favourable report following the NPIA MoPI Peer Review in October. It was found to have capitalised on the strengths identified in the Peer Review of February, and was congratulated in particular on the areas of MoPI Training and Communications Strategy.

### **Case and Custody**

Following the go-live of the system in the final BCU at Luton work has been continuing on the data interfaces for CuCP. Currently interfaces to PICDAR (Photo System), IDENT1 (Fingerprint System) and NMIS (Management Information System) are being planned and delivered in association with the NPIA and Sungard Vivista (SGV) the supplier. Work is also continuing to enable custody data to be used to feed internal applications such as BORIS.

A large programme of upgrades and technology refresh work has also been ongoing over October and November resulting in some down-time for the applications. Work has been ongoing to negotiate with both NPIA and SGV to minimise the disruption to operational service and to improve the service delivery from the supplier to the force.

**Mobile Data**

Following a successful pilot at 'C' Division, Bedfordshire Police has approved the use of Blackberry devices to deliver mobile data capability within the Force. These devices have been selected for their proven performance, security and simplicity of use and maintenance.

Rollout of the devices is progressing to schedule with over 850 devices issued to date. Rollout to a further 250 officers is in progress, incorporating training on the devices and, where required, PNC.

Devices are being allocated to all frontline operational police officers and staff who have a requirement to frequently work remotely. Particular preference is being given to Patrol Officers, Neighbourhood Policing Teams and Community Support Officers. Completion of the rollout is scheduled for Spring 2008.

In the early stages of the project it was decided to mobilise 3 key applications as a priority – PNC, e-mail/calendar and tasking functionality within the Crime System (CMS2). Other applications have also been mobilised including:

- Shift Briefings
- Urgent Alerts (e.g. Vulnerable Missing Persons)
- Police National Legal Database (PNLDB)
- Voters Register
- Police Visual Handbook
- Warrants System
- Force Telephone Directory

New applications are being trialled with small groups of officers prior to forcewide rollout. These include:

- Access to Standard Operating Procedures
- Remote input of intelligence reports
- CRU 'Call Back' - a facility that will make it easier for officers to phone in crime reports from the scene.

Other applications are in the earlier stages of specification or development and these include:

- Access to the Socrates system for the remote input of Scene of Crime Reports
- Access to the DVLA database of photo licenses

Work on the Blackberry version of the BORIS search engine is still being progressed by the two suppliers, Airpoint and Isys, but there are still some technical issues to be resolved.

Work has also started on a benefits measurement exercise, assessing what is and isn't being used on the devices and the benefits that are being achieved. Consultants, C-Innovate are being used to assist with this work which is being funded by the NPIA as part of the National Mobile Data Pilot.

As a result of the work carried out by the Force in relation to Mobile Data, Bedfordshire Police is a finalist in the e-Government National Awards 2007.

### **Greyfriars Police Station Replacement: PHQ Site Development**

At the last meeting of the Project Board, held on 17<sup>th</sup> October, two options for an outline brief were considered. One reverted to the concept of the 'big build' to house all possible functions and maximise capital receipts (the equivalent of that previously reported to Members), whilst the other endeavours to maximise the use of the existing estate, both on and off the HQ site.

Affordability is a key issue and the opportunity to exploit the potential of the anticipated planning approval, to realise a capital receipt from part of the site was considered.

Consequently it was agreed to appoint the selected consultant, to develop sketch proposals sufficient to establish site usage and examine the available possibilities of the site development.

A meeting has been held with the consultant and an outline brief provided. Under the terms of engagement, defined by the Office of Government Commerce, the consultant is currently compiling the draft contract which, when signed will allow design and analysis to progress.

Since the last report of this committee, the developer of the Bedford Town Centre West project has been granted conditional planning permission. When the detailed programme for the scheme is made available, further discussion will be held to discuss co-ordination of timing of the Greyfriars replacement with that of the town centre development.

## BEDFORDSHIRE POLICE AUTHORITY

<b>Title of Board/Group</b>	:	<b>Finance Committee</b>
<b>Date</b>	:	<b>4<sup>th</sup> December 2007</b>
<b>Agenda Item</b>	:	<b>4c</b>
<b>Report Author</b>	:	<b>Chief Constable</b>
<b>Lead Officer</b>	:	<b>Head of Finance</b>
<b>Subject</b>	:	<b>2007/08 Efficiency Plan – Performance</b>
<b>Purpose</b>	:	<b>To report the progress on the implementation and management of the 2007/08 Efficiency Plan</b>
<b>Background Papers</b>	:	<b>None</b>

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### **1. Background**

1.1 The efficiency target for 2007/08 is 3% of net revenue expenditure. Based on the net revenue expenditure for 2007/08 of £91.229M, this amounts to £2.737M.

### **2. Efficiency Plan – 2007/08**

2.1 The 2007/08 Efficiency Plan approved by the Authority included cashable savings of £3.295M and non-cashable gains of £3.439M.

2.2 This total of £6.734M represented efficiency savings of 7.4% against the Home Office target of 3%, or £2.737M, and provides scope to reduce the level of efficiency savings required for future years.

2.3 It is necessary to monitor the achievement of the efficiency plan on two fronts:

a) to ensure that the cashable savings have been achieved and the assumptions made in respect of the notional non-cashable gains have been met.

b) to assess the performance in the force during the year compared to the previous year.

2.4 The assessment process each year from the second quarter onwards now requires the Authority and Force to complete a quarterly self-assessment, for the Home Office that requires the signature of both the Chief Constable and Treasurer. The completed return for the 2<sup>nd</sup> Quarter which was required by the Home Office mid November is attached at Appendix 2.

### **3 2nd Quarter – 2007/08**

3.1 Details of the individual efficiency plan items, together with the current estimate of outturn based on the latest available management information for the second quarter ended September 2007, are provided at Appendix 1.

- 3.2 The current estimated total of £8.324M is an increase on the original plan of £6.734M and remaining well above the 3% Home Office target of £2.737M at 9.12%.
- 3.3 An additional saving has been added for digital camera's the Scenes of Crime Officers now have. The training was completed at the end of September so the saving of £6k reflects the last six months of the year.
- 3.4 The situation will continue to be monitored on a quarterly basis.
- 3.5 Full details of performance in the current year are reported to each Performance Committee by the Chief Constable.

**4. Final Assessment – 2006/07**

- 4.1 At this stage we are still awaiting the official notification from HMIC that they have approved the outturn for 2006/07.

**5. Risk Assessment**

- 5.1 Although it is early in the year we anticipate that the 3% target will be achieved but we will continue to monitor progress closely and the impact on performance will be reviewed.

**6. Financial Implications**

- 6.1 At this stage it is expected that the 3% Efficiency Target will be achieved.

**7. Conclusion**

- 7.1 At this point in time it is anticipated that the Home Office Efficiency Target of 3% will be achieved in 2007/08. The position will continue to be monitored and reported to future meetings to ensure efficiency gains are maximised in 2007/08 thus reducing the burden in future years.

**8. Recommendation**

- 8.1 It is recommended that the report be noted.

Report prepared by:

Jennie Harradine  
Best Value Accountant

On behalf of:

**Gillian Parker**  
**Chief Constable**



**2007/08 EFFICIENCY PLAN**

**APPENDIX 1**

**CASHABLE SAVINGS**

Project	Planned savings in 2007/08 £000	Outturn Estimate £000	Comment
1. Carry Forward from 2006/07 Savings	500	525	Reflects carry forward of over achievement of 2006-07 savings.
2. Support Staff Vacancies Reductions to budget from the Value for Money Review	635	635	
3. Pay Award Contingency Reductions to budget as part of the Budget Setting process	240	240	
4. Merging of B & D Divisions Reductions to budget from the Value for Money Review	140	140	
5. Effective use of Officers on Restricted Duties Reductions to budget as part of the Budget Setting process	345	345	
6. Non-Pay Budget Reductions Reductions to budget as part of the Budget Setting process	555	555	This reflects actual budget reductions in 2007/08.
7. Back Office Functions Reductions to budget as part of the Budget Setting process	180	180	
8. Corporate Services Model Reductions to budget from the Value for Money Review	200	200	
9. Casualty Reduction Partnership Reductions to budget as part of the Budget Setting process	300	300	
10. Airport Policing Reductions to budget as part of the Budget Setting process	200	200	
<b>Total Cashable Savings</b>	<b>3,295</b>	<b>3,320</b>	

**2007/08 EFFICIENCY PLAN**

**APPENDIX 1**

**NON-CASHABLE SAVINGS**

Project	Planned savings in 2007/08 £000	Outturn Estimate £000	Comment
1. Carry Forward from 2006/07 Savings	1,700	3,225	Reflects carry forward of over achievement of 2006-07 savings.
2. PCSO's Increased numbers of PCSO's will allow officers to be utilised for other functions	738	738	Continuation of PCSO recruitment, the gain should therefore be achieved.
3. Frontline Policing Increase in FLP by 1% 2006/07 to 2007/08	342	403	The first Activity Analysis campaign data is now available; looking at this the FLP target of 68% should be achieved.
4. Highways Agency Introduction of the Highways Agency should free up Motorway officers to be utilised on other activities	9	9	The Highways Agency is in place, the way motorway officers spend their time is to be reviewed again this year so the anticipated saving may change.
5. Mobile Data Use of Blackberry's by officers should increase the time out of station	113	113	Rollout of Blackberry's in progress, planned gain is anticipated to be achieved.
6. Improved Fingerprint Technology Use of technology such as Liftscan and the DMA upgrade.	7	2	Liftscan in place from 1.4.07, the saving from DMA has been removed as not as high as anticipated.
7. Volume Crime Forensics Reduction in the level of submissions to forensics laboratories	200	200	New process in place from 1.4.07, therefore planned gain should be achieved.
8. Centralised MIT & PPU Units Introduction of a centralised MIT & PPU, improving performance in major incidents and protecting vulnerable persons	300	250	MIT & PPU in place from 1.4.07, the gain has been reduced slightly due to the number of staff being abstracted from Divisions.
9. Inkjet Printers Replacement of inkjet printers with laser printers	30	23	Disposal of inkjet printers started 25.6.07, therefore the planned gain has been reduced.
10. OGC Buying Solutions Use of OGC Buying Solutions frameworks and services	0	35	Savings achieved in Quarter 4 2006/07
11. Digital Camera's Replacement of SLR camera's with digital	0	6	All SOC officers were trained on the use of the digital cameras by the end of

camera's for all the SOC officers		September.
Total Non-Cashable Savings	3,439	5,004
TOTAL EFFICIENCY SAVINGS	6,734	8,324

**APPENDIX 2**

HMIC Force/Authority - Efficiency Plan Quarterly (Self Assessment)		
Authority/Force:- Bedfordshire	Likelihood of achievement of target for 2007/08 (circle as appropriate)	Yes/No
HMI:- Working	Q2 Q3 Q4 (circle as appropriate)	
2007/2008 Net Revenue Expenditure (projected/outturn)	£m 91.229	
3% Target	£m 2.737	
A – Cashable gains carried forward from 2006/07 (See note 1)	£m 0.525	
B – Non-cashable gains carried forward from 2006/07 (See note 1)	£m 3.225	
	Achieved	Projected
C - Total Cashable Gains (See Note 2)	£m 1.66	£m 3.32
D - Total Non Cashable Gains linked to FLP	£m 0.2393	£m 0.516
E - Total Non Cashable Gains linked to BA	£m 2.19171	£m 4.488
F - Total Non Cashable Gains (D+E)	£m 2.43101	£m 5.004
G Total Efficiency Gains (C+F) (See note 3)	£m 4.091	£m 8.324
Efficiency Gains linked to BTF recommendations (See Note 4)	£m 0.3858	£m 0.86

Q1 Comment on progress of Efficiency Plan so far. (Any changes to the overall plan, as approved by the Authority, should be attached)	It is anticipated that the Force will vastly exceed the target of £2.737M for the financial year 2007/08
Please use a maximum of 250 words to answer question in box opposite	

Note 1: Use the surplus carried forward figure shown on the HMIC certificate for 2005/06. The carry forward surplus (items A plus B) can not be exceeded but Forces may split this between cashable and non-cashable. In addition you may add FLP gains (net of items scored elsewhere in the efficiency plan).

Note 2: After adding any cashable carry forward from 05/06, should be at least 1.5% of NRE

Note 3: After adding any carry forward from 05/06, should be at least 1.5% of NRE

Note 4: The value of gains, included within the total at G, that derive from Bureau Task Force recommendations.

4.c.6

**Q2** If the projected total cashable gains at C above are significantly different from the cashable gains certificate provided at the end of first quarter, or involve new or different measures from those underpinning the cashable certificate, certified by the Chief Officer and Treasurer, identify the changes and confirm they comply with the terms of the certificate.

Please use a maximum of 250 words to answer question in box opposite

The cashable savings are as per the signed cashable certificate

**Q3** For each non-cashable gain over £100k [*£1m Met Police only*] (other than FLP linked gains), please confirm that arrangements to manage any risks to force performance detailed in the EP are being implemented. Or, if risk management arrangements were not specified in the EP, what arrangements are now in place? What triggers are in place?

Please use a maximum of 250 words to answer question in box opposite

The 3 main non cashable savings are comprised of: 1) increasing PCSOs – this is monitored by the Neighbourhood Policing Programme Board in terms of actual PCSO recruitment and deployment. 2) Forensics – new processes were put into place from 1 April 2007 which have reduced the number of submissions to the laboratory. This is monitored monthly and currently the spending levels are as anticipated and therefore subject to an increase in major incidents this is likely to be achieved. 3) Centralised MIT – the level of abstractions to major incidents are regularly monitored and should be further enhanced following the collaboration with Hertfordshire later this month.

**Q4** What progress has been made to implement the action plan to increase front line policing as recorded by the FLP measure?

Please use a maximum of 250 words to answer question in box opposite

Training and refresher information is given on a regular basis as to how time should be recorded under the activity analysis programme to ensure recording issues are as accurate as possible.

A considerable amount of work has been and continues to be undertaken in relation to managing absence levels across the force. In addition the roll-out of mobile data terminals continues which impacts on the amount of time the officer needs to spend in the station.

Please use a maximum of 250 words to answer question in box opposite

**Q5** For any gains in relation to which the Efficiency Planning guidance requires:  
a) HMIC to be satisfied that despite the baseline assessment grading of a function a particular efficiency gain has been demonstrated; or  
b) HMIC to be satisfied that the planned gains did not cause or contribute to a poor or declining baseline assessment

How do you propose to so satisfy HMIC at the year end?

Please use a maximum of 250 words to answer question in box opposite

The Force monitors the efficiency plan on a quarterly basis completed in conjunction with the Finance Department, Performance Unit and Divisional Commanders. For non-cashable savings detailed information has been analysed to ensure that both the predicted savings are being realised. A portfolio of evidence for each non-cashable saving is maintained to assist the reporting of the efficiency plan performance to the Authority's Finance Committee and subsequently the full Police Authority

**Q6** How is the Authority being kept informed of progress of the efficiency plan (including performance) and changes in the frontline policing measure?

Please use a maximum of 250 words to answer question in box opposite

The Finance Committee receives a report at each of its meetings regarding progress against the approved plan. Issues such as FLP and overall performance are reported regularly to the Performance Committee.

Signed..... (Chief Officer)

Date.....

Signed..... (Treasurer)

Date.....

## BEDFORDSHIRE POLICE AUTHORITY

<b>Committee:</b>	<b>Finance Committee</b>
<b>Date:</b>	<b>4<sup>th</sup> December 2007</b>
<b>Agenda Item:</b>	<b>5</b>
<b>Report Author:</b>	<b>Chief Constable &amp; Chief Executive/Treasurer</b>
<b>Lead Officer:</b>	<b>Head of Finance &amp; Chief Executive/Treasurer</b>
<b>Subject:</b>	<b>Draft Capital Programme 2008/2009 to 2010/11</b>
<b>Purpose:</b>	<b>To provide the Committee with details of a draft 3 year Capital Programme.</b>
<b>Background Papers:</b>	<b>None</b>

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### **1. Introduction**

- 1.1 As part of the annual financial process, the Committee reviews the capital expenditure plans of the Authority. This report proposes a programme for the three-year period 2008/09 to 2010/11. As a base the programme for 2007/08 – 2009/10 has been rolled forward one year to 2010/11.
- 1.2 The capital programme has been formulated based on the three main strategies, previously agreed by this Committee, these being IS/IT, Estates and Transport. The Capital Programme is reviewed and updated based upon variations to the strategies, as previously reported to Members. This enables the Capital Programme to reflect long-term objectives of the Authority and Force.
- 1.3 As Members will be aware, the Greyfriars replacement will have a major impact on the capital programme, although the specific details regarding funding and indeed cost are still to be finalised. A presentation will be given to this Committee prior to the actual programme being approved. This has meant that the only major IS/IT system that has been added to the programme is Microsoft Software Assurance.
- 1.4 As previously reported to Members, the programme also includes provision for the replacement of one of the CASU aircraft.

### **2. Capital Expenditure – Commitments from 2007/08**

- 2.1 Commitments arising from schemes already in progress total £10.094M in 2008/2009 and £7.391M thereafter, the bulk of this relates to the Greyfriars replacement programme. The remainder of commitments from schemes in progress centre around the IS/IT strategy and in particular Mobile Data, Telephony and Command & Control.

### **3. Draft Capital Programme 2008/09 – 2010/11**

3.1 A draft three-year programme is outlined at Appendix A. Brief details of items in the programme are set out in paragraphs 3.2 to 3.6. It should be noted that any schemes subject to Government funding are shown at their gross cost.

#### **3.2 IS/IT Strategy**

3.2.1 Whilst the programme for IS/IT is based on the approved IS/IT strategy with some amendments made to the cost or profile of expenditure as more accurate estimates can be made one year on. As mentioned above, due to the replacement of Greyfriars the only new scheme incorporated into the programme is the Microsoft Software Assurance. In addition to this a number of schemes have costs flowing into 2010/11 Airwave, Minor Systems, Mobile Data and Network & Server Upgrades.

3.2.2 As Members will recall the Authority and Force have approved the collaboration of I.T. with Herts & Essex. Whilst the majority of the collaboration around systems continues to fit in with the current IS/IT strategy this may need to be reviewed in future years as a significant level of the proposed savings from the collaboration are based on a Records Management System approach which currently does not fit in with the Bedfordshire IS/IT strategy.

3.2.3 To compliment the development at a Corporate Service approach and particularly the transactional services structure around Human Resources (HR) and Finance, work is being undertaken to establish the intricacies of integrating the Finance and HR processes and systems. It is intended that this can be incorporated within the provision for minor systems but costings are awaited to confirm whether this can be achieved.

#### **3.3 Estates**

3.3.1 The Estates strategy has minor works and capitalised repairs and maintenance running from 2008/09 through to 2010/11. The bulk of the programme relates to expected costs for the replacement for Greyfriars Police station following the re-development of Bedford Town Centre. There is also an ongoing commitment for Neighbourhood Policing Accommodation.

3.3.2 A consultant is currently being appointed to assist in the progress of this project which will initially incorporate the need to exploit the opportunity to realise capital receipts as part of the planning approval. It is anticipated that a more detailed plan will be produced by the consultants early in the new calendar year and this will be presented to this Committee at its next meeting prior to the approval of the overall capital programme.

3.3.3 Provision has been made within the programme for CCTV within the custody areas as well as the ability to further enhance the use of CCTV information within the force, thus increasing performance in sanction detections and CJSSS process. A detailed business case is being produced to fully evaluate the benefits of the project but at this stage provision has been estimated at £0.4M to deliver this capability.

#### **3.4 Transport**

3.4.1 It is envisaged that the cost of vehicle replacement for the three-year period under review will be £0.730M in 2008/09 rising to £0.750M in 2010/11.

3.4.2 There is a requirement to increase the vehicle fleet by a further two vehicles, these being a CCTV vehicle for Luton and a licensing officer vehicle for Mid-Bedfordshire to assist in increasing performance in this area.

### **3.5 Air Support**

- 3.5.1 As requested at this Committee, one of the CASU aircraft requires replacing due to a change in legislation around night-time flying. A bid has been made to the Home Office to secure 40% funding of a replacement aircraft for which the outcome is awaited, however for presentation purposes it is assumed this will be forthcoming.
- 3.5.2 Various options have been considered for how the helicopter is replaced, including, no aircraft, fixed wing, a straight replacement or a leased option.
- 3.5.3 Based upon impacts on performance of "no aircraft" and financial payback for the alternative options it is financially beneficial to replace the current aircraft with an equivalent type aircraft. Further work is being undertaken to finalise costings as well as the ability to procure in collaboration through bulk purchasing with other consortiums that are in the same predicament following the change in night-time flying legislation, to achieve economies of scale.

### **3.6 Equipment**

- 3.6.1 A small programme has been introduced for the purchase of equipment that does not fall into any of the three main strategies. This equates to £0.050M in each of the three years of the programme.

## **4. Financing of the Programme**

- 4.1 Although the programme at this stage is essentially to provide members with details of the revised level of Capital Investment, it is appropriate to highlight the impact this programme has on the forecasted level of resources.
- 4.2 Appendix B provides details of the impact of forecasted payments on available resources. The level of capital grant will not be fully known until the Finance Settlement has been announced. The capital receipts shown are also an estimate and relate to the properties that could be incorporated into the replacement for Greyfriars i.e. Greyfriars, Halsey Road, Biggleswade and Ampthill as well as an amount for the sale of the helicopter.
- 4.3 The level of external borrowing reflects the potential need to borrow each year and also incorporates the maximum agreed additional borrowing of £5.000M to assist in the replacement of Greyfriars.

## **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 draft capital programme for 2008/09 to 2010/11 totals £25.112M.

## **7. Benefits**

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

8. **Conclusion**

- 8.1 A further report will be brought to the meeting of this Committee on 30<sup>th</sup> January 2008 so that a final Capital Programme and its method of finance can be recommended to the Police Authority on 15<sup>th</sup> February 2008.

9. **Recommendation**

- 9.1 That the Committee notes the draft 2008/09 to 2010/11 Capital programme shown at Appendix A.

Report prepared by:  
Stuart Goodwin  
Principal Accountant

On behalf of  
Gillian Parker  
Chief Constable

Stephanie McMenamy  
Chief Executive/Treasurer

## Capital Programme 2008/09 - 2010/11

	Total Cost £000	Prior to 1st April 2008 £000	2008/09 £000	2009/10 £000	2010/11 & onwards £000
<b>New Schemes 2009/2010</b>					
Estates					
- Minor Works	200			200	
- Capitalised R&M	200			200	
IS/IT					
- Minor Systems	150			150	
- Airwave	500			250	250
- Microsoft Software Assurance	290			170	120
Transport					
- Vehicle Replacement	720			720	
Equipment	50			50	
	<u>2,110</u>	<u>0</u>	<u>0</u>	<u>1,740</u>	<u>370</u>
<b>New Schemes 2010/2011</b>					
Estates					
- Minor Works	200				200
- Capitalised R&M	200				200
IS/IT					
- Minor Systems	150				150
- Mobile Data	100				100
- Network & Server Upgrades	250				250
Transport					
- Vehicle Replacement	750				750
Equipment	50				50
	<u>1,700</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,700</u>
<b>TOTAL PAYMENTS</b>	<b>25,112</b>	<b>1,197</b>	<b>12,074</b>	<b>9,681</b>	<b>2,160</b>

**CAPITAL PROGRAMME 2008/09 to 2010/11  
FINANCING**

	2008/09 £000	2009/10 £000	2010/11 £000
<b>Expenditure</b>			
Estates	9,569	6,731	400
IS/IT	1,550	1,800	870
Transport	905	1,100	840
Equipment	50	50	50
<b>Total</b>	<b>12,074</b>	<b>9,681</b>	<b>2,160</b>
<b>Resources</b>			
External Borrowing (long term)	6,000	1,000	1,000
External Borrowing (short term)			
Repayment of Loan (short term)			
Capital Receipts	3,500	6,500	240
Accumulated Government Grant			
Annual Government Grant	855	855	855
Revenue Contributions			
Capital Financing Reserve	3,490	1,846	760
Other External Resources			
- Airwave		50	
- Air Support	75	190	
<b>Total</b>	<b>13,920</b>	<b>10,441</b>	<b>2,855</b>
<b>Surplus / (Shortfall)</b>	<b>1,846</b>	<b>760</b>	<b>695</b>

## Capital Programme 2008/09 - 2010/11

	Total Cost £000	Prior to 1st April 2008 £000	2008/09 £000	2009/10 £000	2010/11 & onwards £000
<b>Schemes in Progress</b>					
Estates					
- Greyfriars Replacement	15,000	99	8,770	6,131	
- Neigh'hood Policing Accom	200	51	149		
IS/IT					
- Mobile Data	783	508	125	150	
- Resource Management	36		36		
- NMIS	84	44		40	
- Command & Control	500	29	171	300	
- Impact/MOPI	400	107	293		
- Network & Server Upgrades	325	225	50	50	
- Telephony	559	59	250	250	
- CIMS	150	75	75		
Transport					
- Air Support	645		175	380	90
	<b>18,682</b>	<b>1,197</b>	<b>10,094</b>	<b>7,301</b>	<b>90</b>

### New Schemes 2008/2009

Estates					
- Minor Works	200		200		
- Capitalised R&M	250		250		
- CCTV	400		200	200	
IS/IT					
- Desktop Upgrades	390		200	190	
- Minor Systems	100		100		
- Video Conferencing	100		50	50	
- Unified Police Security Architectur	400		200	200	
Transport					
- Vehicle Replacement	730		730		
Equipment					
	50		50		
	<b>2,620</b>	<b>0</b>	<b>1,980</b>	<b>640</b>	<b>0</b>

## Capital Programme 2008/09 - 2010/11

	Total Cost £000	Prior to 1st April 2008 £000	2008/09 £000	2009/10 £000	2010/11 & onwards £000
<b>New Schemes 2009/2010</b>					
Estates					
- Minor Works	200			200	
- Capitalised R&M	200			200	
IS/IT					
- Minor Systems	150			150	
- Airwave	500			250	250
- Microsoft Software Assurance	290			170	120
Transport					
- Vehicle Replacement	720			720	
Equipment					
	50			50	
	<u>2,110</u>	<u>0</u>	<u>0</u>	<u>1,740</u>	<u>370</u>
<b>New Schemes 2010/2011</b>					
Estates					
- Minor Works	200				200
- Capitalised R&M	200				200
IS/IT					
- Minor Systems	150				150
- Mobile Data	100				100
- Network & Server Upgrades	250				250
Transport					
- Vehicle Replacement	750				750
Equipment					
	50				50
	<u>1,700</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,700</u>
<b>TOTAL PAYMENTS</b>	<u>25,112</u>	<u>1,197</u>	<u>12,074</u>	<u>9,681</u>	<u>2,160</u>

**CAPITAL PROGRAMME 2008/09 to 2010/11  
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<b>Total</b>	<b>12,074</b>	<b>9,681</b>	<b>2,160</b>
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External Borrowing (long term)	6,000	1,000	1,000
External Borrowing (short term)			
Repayment of Loan (short term)			
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Annual Government Grant	855	855	855
Revenue Contributions			
Capital Financing Reserve	3,490	1,846	760
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- Airwave		50	
- Air Support	75	190	
<b>Total</b>	<b>13,920</b>	<b>10,441</b>	<b>2,855</b>
<b>Surplus / (Shortfall)</b>	<b>1,846</b>	<b>760</b>	<b>695</b>

## BEDFORDSHIRE POLICE AUTHORITY

<b>Committee:</b>	<b>Finance Committee</b>
<b>Date:</b>	<b>4 December 2007</b>
<b>Agenda Item:</b>	<b>Item 6</b>
<b>Report Author:</b>	<b>Chief Constable</b>
<b>Lead Officer:</b>	<b>Head of Finance</b>
<b>Subject:</b>	<b>Revenue Budget 2008/09 – Provisional Police Finance Settlement</b>
<b>Purpose:</b>	<b>To inform Members of the position in relation to the Provisional Police Finance Settlement and the 2008/09 Draft Budget</b>
<b>Background Papers:</b>	<b>Contact Phil Wells (01234 842334)</b>

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### **1. INTRODUCTION**

- 1.1 The Provisional Police Finance Settlement for 2008/09 was expected to be announced at the end of November, however, the latest time-scale is that it will be announced on 6 December 2007.
- 1.2 As part of the Provisional Settlement it is expected that an indication will be given in relation to the two ensuing years 2009/10 and 2010/11 (i.e. a three-year settlement) to assist with longer term financial planning.

### **2. 2008/2009 BUDGET**

#### **Draft Budget**

- 2.1 The draft budget for 2008-09 is based broadly on the Medium Term Plan previously reported to this Committee and will be compared with the Finance Settlement upon receipt of the information.
- 2.2 The additional pressures including estimated inflationary increases for pay and prices highlighted in the Medium Term Plan totalled £3.896M. The comparable figure actually incorporated in to the base budget, due to more accurate and up to date information, is £3.717M. The main reasons for this overall reduction are:
  - Pay Awards – revised assumptions have been made to the level of contingency expected to that originally incorporated within the Medium Term Plan, although obviously these assumptions will be reconsidered once the pay award for 2007 is known.

- Local Government Pension Scheme Actuarial Valuation – Due to the findings of the triennial valuation for the local government pension scheme being announced in November 2007 a provision was made in the medium term plan amounting to £100K in expectation of an increase in employer's contribution. The actuarial valuation has now been finalised and the employers rate has remained constant thus reducing the medium term assumptions by £100K
- The level of incremental drift was greater than anticipated mainly due to the impact of multi-skilled staff progressing through the support staff grading structure.

2.3 In compiling the draft budget for 2008/09, a number of significant assumptions have been made where clarity will only be apparent when the Finance Settlement is received. The assumptions are as follows:-

- Specific grants in respect of the following will continue at the same level as in 2007/08 or be rolled into the funding formula at their current level

Crime Fighting Fund;  
Neighbourhood Policing Fund;  
IPLDP;  
Rural Policing;  
South-East Allowance;  
BCU Grant; and  
SPP Grant.

- It is also assumed that capital Grant, reported elsewhere on the agenda, will be at a consistent level to the previous year and therefore no adverse effect on the Revenue Budget.

#### **Contingency Provision – November 2007 to March 2009**

2.4 There is need to make an allowance, by a Contingency Provision, for pay/price increases that will rise between November 2007 through to March 2009. Currently, the main assumptions are, generally, 2.7% for both Police and Civilian pay and 2.0% for prices amounting to £1.605M.

## Potential Budget Requirement

	£000	£000
2007/08 Budget at November 2006 Prices		89,655
Additional Costs in 2008/09		
Pensions	250	
Financing of Capital Programme	100	
Doctors Fees	200	
Continuation of Ceased Grants	75	
MOPI and Taylor Review	100	
Body Armour	150	
Investment Income and Incremental Drift	264	
		<hr/>
		1,139
Inflation November 2006 to November 2007	2,547	
Inflation November 2007 to March 2009	1,605	
		<hr/>
		4,152
		<hr/>
<b>Potential Budget Requirement</b>		<b>94,946</b>

- 2.5 This potential budget requirement of £94.946M represents a 4.1% increase on the 2007/2008 Revenue Budget of £91.229M. The impact on the Council Tax in funding the potential budget requirement would be an increase of approximately 10.1% from £123.43 to £135.89 Band D equivalent.

### 3. PREDICTED SHORTFALL

- 3.1 The potential budget requirement of £94.946M, based upon a settlement increase of 2% and a Council Tax increase of 5% (the anticipated capping limit) is approximately was in the region of £1.3M.
- 3.2 This shortfall excludes any growth which, as highlighted in the Medium Term Plan, is deemed essential and equates to £0.950M, thus extending the funding gap from £1.3M to £2.25M.

### 4. CONCLUSION

- 4.1 Upon receipt of the Provisional Finance Settlement a report will be prepared for the Police Authority meeting on 14 December 2007.
- 4.2 A seminar will be held for all Authority members, prior to Finance Committee, on 30 January 2008 to discuss the budget options.

4.3 The budget will then be further considered by the Police Authority on 15 February 2008 when the Budget, Budget Requirement, Precept and Council Tax for 2008/09 will be determined.

4.4 Upon receipt of the Provisional Settlement, it is anticipated that the deadline for any representations will need to be made prior to 7 January 2008 and it is suggested that the Chairman of the Police Authority be authorised to make such representations.

**5. RECOMMENDATION**

5.1 Members are asked to note the Report.

**GILLIAN PARKER  
CHIEF CONSTABLE**

**For publication**

**Bedfordshire Police Authority  
Finance Committee  
4 December 2007  
Agenda Item No 7**

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**REPORT AUTHORS: CLERK AND CHIEF EXECUTIVE /  
TREASURER**

**LEAD OFFICER: CLERK**

**SUBJECT: MEMBERS ALLOWANCE SCHEME**

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**BACKGROUND PAPERS: NONE**

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**PURPOSE: To review the Members Allowance Scheme.**

- RECOMMENDATIONS:**
- 1. The Authority approves an increase in Members Allowances in accordance with the PSSC rates.**
  - 2. That the Authority authorise the Chief Executive to review and amend Schedule 5 'Job Profiles' to reflect the changes drawn from the Members' PDR Scheme.**
  - 3. That subject to 1 and 2 the Members Allowance Scheme, as set out at Appendix A, be approved with effect from 1 January 2008.**
- 

## **1. INTRODUCTION**

- 1.1 This report considers only the updating of the current Members Allowance Scheme.**

## **2. REVIEW OF ALLOWANCES**

- 2.1 The attached scheme remains fit for purpose. There have been no amendments agreed by the Police Authority in the year**

- 2.2 In accordance with Authority's policy it is proposed to increase all allowances in line with Police Support Staff Council (PSSC) rates. At this stage these have not yet been determined and are still being negotiated with the Police Negotiating Board. The changes in allowances will be backdated to 1<sup>st</sup> January 2008.

### **3. SUGGESTED AMENDMENTS**

- 3.1 The Members' PDR Scheme was approved as a pilot by the Authority in February 2007 and the first phase of the pilot is near completion. It may be necessary to amend Schedule 5 Job Profiles as the results of the pilot scheme are reviewed.

### **4. RECOMMENDATION**

- 4.1 The Authority approves an increase in Members Allowances in accordance with the PSSC rates.
- 4.2 That the Authority authorise the Chief Executive to review and amend Schedule 5 'Job Profiles' to reflect the changes drawn from the Members' PDR Scheme.
- 4.3 That subject to 1 and 2 the Members Allowance Scheme, as set out at Appendix A, be approved with effect from 1 January 2008

Report prepared by:  
Stephanie McMenemy  
Chief Executive / Treasurer

**JOHN ATKINSON**

**CLERK**

**STEPHANIE MCMENAMY**

**CHIEF EXEC. / TREASURER**



## **Members' Allowance Scheme**

Bedfordshire Police Authority, in exercise of the powers conferred by the Police Act 1996 and the Criminal Justice and Police Act 2001 hereby makes the following scheme:

### **(1) The Scheme**

This scheme may be cited as the Bedfordshire Police Authority Members' Allowance Scheme, and shall have effect from 1<sup>st</sup> January 2007 (and amends any previous Scheme).

### **(2) Definitions**

"Member" means a member of the Bedfordshire Police Authority.

"Year" means the 12 months ending with 31<sup>st</sup> March.

### **(3) Basic Allowance**

Subject to paragraphs 8 (Claims and Payments) and 14 (Members' Appraisal Scheme), for each year a basic allowance shall be paid to each member in accordance with the amount specified in Schedule 1 to this scheme.

### **(4) Special Responsibility Allowance**

- (i) For each year a special responsibility allowance shall be paid to those members who hold special responsibilities in relation to the authority that are specified in Schedule 1 to this scheme.
- (ii) Subject to paragraph 7 (Part Year Entitlement), the amount of each such allowance shall be the amount specified against that special responsibility in that Schedule.
- (iii) Members are entitled to claim a Special Responsibility Allowance for each Special Responsibility undertaken.

## **(5) Suspension**

- (i) Where a member is suspended by the Adjudication Panel that member shall not be entitled to receive any allowances during the period of suspension.
- (ii) However, if a member is subsequently exonerated, they will be paid the allowances that they would have received during the period of suspension.

## **(6) Travel and Subsistence and Other Allowances**

### **(i) Travel and Subsistence Allowances**

- (a) members may be reimbursed for reasonable and necessary travelling expenses by public transport, including the cost of taxi fares where appropriate, in order to undertake Police Authority business. If travelling by rail, members are entitled to travel first class.
- (b) the rates for travel and subsistence are as specified in Schedule 2.
- (c) the event is an "approved duty" for travelling and subsistence allowances (as per Schedule 3).

### **(ii) Carers'/Dependants' Allowances**

Allowances are payable to members towards childcare costs and the costs of caring for dependants on the following basis:

- (a) the event is an "approved duty" for travelling and subsistence allowances (as per Schedule 3).
- (b) payment should be claimable only in respect of each child aged 16 or under and in respect of other dependants where there is medical or social work evidence that care is required.
- (c) the allowance should be paid against actual expenditure evidenced by receipts.
- (d) the allowance should not be payable to a member of the claimant's household.

- (e) the sums claimed, per child, do not exceed the actual sums paid or the hourly rate set out in Schedule 1 to this scheme.
- (iii) Independent Standards Committee Members Allowances
  - (a) paragraph 25B of Schedule 2 and paragraph 20B of Schedule 2A to the Police Act 1996 makes provision for authorities to make payments to Independent Standards Committee Members.
  - (b) members will be remunerated at a daily rate in accordance with the amount specified in Schedule 1 to this scheme.
- (iv) Selection Panel Members
  - (a) paragraph 7 of Schedule 3 to the Police Act 1996 makes provision for authorities to make payments to Selection Panel Members.
  - (b) the rates payable to Police Authority members of the Selection Panel should not be regarded as part of their basic or special responsibility allowance payments.
  - (c) selection Panel Members will be remunerated at a daily rate in accordance with the amount specified in Schedule 1 to this scheme.
- (v) Police Appeals Tribunal Members
  - (a) the rates payable to Police Authority members required to sit on Appeals Tribunals should be the same daily rates as other Tribunal Panel members.
  - (b) Police Appeals Tribunal Members will be remunerated at the daily or half-day rates in accordance with the amount specified in Schedule 1 to this scheme.
- (vi) Specific Tasks Over And Above Normal Responsibilities

From time to time, members may be called upon to carry out other duties beyond those contained within the job profiles (Schedule 5). On such occasions, those duties will be designated at a full meeting of the authority and a decision taken as to the level and type of allowance payable.

## **(7) Renunciation**

A member may by notice in writing given to the Clerk elect to forego any part or all of his/her entitlement to an allowance under this scheme.

## **(8) Part Year Entitlements**

- (i) The provisions of this paragraph shall have effect to regulate the entitlements of a member to basic and special responsibility allowances where, in the course of a year, this scheme is amended or that member becomes, or ceases to be, a member, or accepts or relinquishes a special responsibility in respect of which a special responsibility allowance is payable.
- (ii) If an amendment to this scheme changes the amount to which a member is entitled by way of basic allowance or a special responsibility allowance, then in relation to each of the periods:
  - (a) beginning with the year and ending with the day before that on which the first amendment in that year takes effect, or
  - (b) beginning with the day on which an amendment takes effect and ending with the day before that on which the next amendment takes effect, or (if none) with the year the entitlement to such an allowance shall be to the payment of such part of the amount of the allowance under this scheme as it has effect during the relevant period as bears to the whole the same proportion as the number of the days in the period bears to the number of days in the year.
- (iii) If an amendment to this scheme changes the duties specified in Schedule 2 to this scheme or the amount payable by way of travelling and subsistence allowances the entitlement to an allowance shall be to the payment of the amount of the allowance under the scheme as it has effect when the duty is carried out.
- (iv) Where the term of office of a member begins or ends otherwise than at the beginning or end of a year, the entitlement of that member to a basic allowance shall be to the payment to such part of the basic allowance as bears to the whole the same proportion as the number of days during which his/her term of office lasts bears to the number of days in that year.
- (v) Where this scheme is amended as mentioned in (ii) and the term of office of a member does not continue throughout the period mentioned in (ii) (a), the entitlement of any such member to a basic

allowance shall be to the payment of such part of the basic allowance referable to each such period (ascertained in accordance with that sub-paragraph) as bears to the whole the same proportion as the number of days during which his or her other term of office as a member last bears to the number of days in that period.

- (vi) Where a member has during part of, but not throughout, a year such special responsibilities as entitle him or her to special responsibility allowance, that member's entitlement shall be to payment of such part of that allowance as bears to the whole the same proportion as the number of days during which he/she has such special responsibilities bears to the number of days in that year.
- (vii) Where this scheme is amended as mentioned in (ii) and a member has during part, but does not have throughout the whole, of any period mentioned in (ii) (a) of that paragraph any such special responsibilities as entitle him/her to a special responsibility allowance, that member's entitlement shall be to payment of such part of the allowance referable to each such period (ascertained in accordance with that sub-paragraph) as bears to the whole the same proportion as the number of days in that period during which he/she has such special responsibilities bears to the number of days in that period.

## **(9) Claims and Payments**

- (i) Payments in respect of basic and special responsibility allowances, subject to (ii) below, will be made automatically in the current month.
- (ii) A claim for:
  - travelling and subsistence allowances
  - carers'/dependents' allowances
  - independent standards committee allowances
  - selection panel allowances
  - police appeals tribunal allowances

under this scheme shall be made within two months of the date on which the duty for which entitlement to the allowance arises is carried out.

- (iii) Any claim in (ii) above shall include, or be accompanied by, a statement by the member claiming the allowance(s) that he/she has not made and will not make any other claim in respect of the matter to which the claim relates.

- (iv) The normal method of payment for any claim in (ii) shall be the BACS (Bankers Automated Clearing System) method. Tax and National Insurance deductions will be made in accordance with legal requirements on all allowances.
- (v) Where a payment of one-twelfth of the amount specified in this scheme in respect of a basic allowance or a special responsibility allowance would result in the member receiving more than the amount to which, by virtue of paragraph 7 (Part Year Entitlements) he/she is entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which he/she is entitled.

#### **(10) Record of Payments**

The Clerk will keep a record of payments, which will be available, at all reasonable times, for inspection (free of charge).

#### **(11) Publicity**

- (i) Details of this scheme or any amended scheme will be publicised within this authority's area.
- (ii) At the end of each financial year details of allowances paid to members will be publicised within this authority's area.
- (iii) Details of this scheme or any amended scheme will be publicised within this authority's area before any payments are made under it.

#### **(12) Annual Review of Allowances**

- (i) Allowances will be reviewed automatically on an annual basis.
- (ii) The increase for allowances in Schedule 1 (with the exception of Police Appeals Tribunal members, which will be increased in-line with Home Office guidance) will be index-linked to Police Support Staff Council cost of living increases.
- (iii) The increase for Police Appeals Tribunal payments will be in line with increases determined by the Home Office.
- (iv) The increase for subsistence allowances will be in agreement with the Treasurer.
- (v) The increase for Travel Expenses will be in line with the Inland Revenue Approval Rates for the tax year in question.

- (vi) The Clerk in liaison with the Treasurer will carry out an annual review of the allowances. This will be reported to the Finance Committee.

**(13) Minimum Commitment and Attendance Requirements**

**(i) Non Attendance Without Consent**

The Authority may remove a member from office by notice in writing if he/she has been absent from meetings of the Authority for a period longer than three consecutive months without the consent of the Authority (Police Act 1996 19 (1))

**(ii) Failure to Meet the Minimum Commitment**

If a member fails to meet the minimum commitment outlined in the job profile (Schedule 5), including attendance at specified training sessions, the Authority may reduce that member's basic allowance.

Members are required to attend training sessions on at least three of the six strands of diversity (gender, disability, race, sexual orientation, religion or belief and age).

In the case of new members, attendance at these courses must be within 12 months of their appointment.

**(iii) Sickness/Maternity/Paternity Arrangements**

Where a member is unable to fulfil their role due to ill-health, long term sickness, or the arrival of a child (including an adopted child), that member is entitled to receive payment of the full basic or special responsibility allowance for a period of three months.

Should the circumstances require a more lengthy absence, the Chairman has discretion to extend the payment of the allowance up to a further 3 months (making a total of 6 months). Any further extension is a matter to be determined by the Police Authority.

# Schedule 1

## Schedule to Scheme of Members' Allowances

### (1) General

Basic Allowance for all Members £8,487 pa

#### Notes:

- (i) If any member is unable to commit the time required to fulfil the responsibilities contained within the job profile (Schedule 5), he/she is able to opt for a lower figure in accordance with paragraph 8 (Renunciation) to the scheme.
- (ii) Allowance based on an estimated time commitment of 40 days per annum.

### (2) Special Responsibility Allowance (in addition to the Basic Allowance)

Chairman	£16,974 pa
Vice-Chairman	£ 9,549 pa
Committee Chairs	£ 5,304 pa
Advisory Panel Chairs	£ 3,183 pa

#### Notes:

- (i) Members are entitled to claim a Special Responsibility Allowance for each Special Responsibility undertaken
- (ii) Allowances based on an estimated time commitment of between 110 to 130 days per annum for Chairman, 80 to 90 days per annum for Vice-Chairman, 60 to 70 days per annum for Committee Chairs, and 50 to 60 days per annum for Advisory Panel
- (iii) 'Committee Chair' is defined as the Chair of Finance, Audit and Business Reassurance, Complaints & Professional Standards, Performance, Standards and Human Resources.
- (iv) 'Advisory Panel' allowances are paid from the date of appointment to when the advisory panel is disbanded by the Authority.

### **(3) Carers'/Dependants' Allowance**

Hourly rate not exceeding the actual sums paid up to a maximum of £7.00 per hour, per child.

### **(4) Independent Standards Committee Members**

Daily rate of £150 or £75 per half-day.

**Note:**

Half-day is up to 4 hours.

### **(5) Selection Panel Members**

Daily rate of £150 or £75 per half-day.

**Notes:**

- (i) This payment is also payable to the Police Authority member of a Selection Panel and not regarded as part of their basic or special allowance payments.
- (ii) Half-day is up to 4 hours.

### **(6) Police Appeals Tribunal Members**

Daily rate of £212 or £106 per half-day.

**Notes:**

- (i) This payment is also payable to the Police Authority member of an Appeals Tribunal and not regarded as part of their basic or special allowance payments.
- (ii) Half-day is up to 4 hours.

## Schedule 2

### Travel and Subsistence Expenses

#### Travel Expenses

Members may be reimbursed for reasonable and necessary travelling expenses by public transport, including the cost of taxi fares where appropriate, in order to undertake Police Authority business. If travelling by rail, members are entitled to travel first class.

The rates for travel by a member's own private motor vehicle or one belonging to a member of his/her family or otherwise provided for his/her use, are at the current Inland Revenue Approved Rates:

- (i) For the use of a motor vehicle of any cylinder capacity:

Up to 10,000 miles	40p per mile
Over 10,000 miles	25p per mile

- (ii) For the use of a bicycle a rate of 7.0p per mile.

#### Subsistence Allowances

- (i) The rate of subsistence allowance shall not exceed:

Day (between 5 and 12 hours)	£10.00
Day (over 12 hours/less than 24 hours)	£20.00
Overnight (24 hours)	£30.00

- (a) Meals on Trains

- (i) When meals are taken on trains the actual cost (including VAT) may be reimbursed in full upon production of receipts.

## Schedule 3

### Payment of full allowances

The duties in this section have been approved for the payment of travel and subsistence expenses.

- (a) Attendance at meetings of the Police Authority, its committees and sub-committees and at long-service award ceremonies.
- (b) Attendance at meetings of bodies where the Police Authority makes appointments, where the Police Authority has a major influence at national, regional, or county level and/or where the Police Authority provides substantial grants to the body concerned (listed below).
- (c) Other work necessarily undertaken by the member on Police Authority business.

#### **National Bodies**

Association of Police Authorities

National Criminal Intelligence Service

National Crime Squad

#### **Regional Bodies**

Regional User Committee (Police Training)

Crimestoppers

#### **County Bodies**

Bedfordshire County Council

Luton Borough Council

#### **Functions Specified by the Home Secretary**

Police and Community Action Forums

**Attestations and Bravery Awards and other Ceremonial duties when representing the Police Authority**

## Schedule 4

### No allowances payable

The duties in this section are those where the Authority has decided that no travel or subsistence allowance will be paid. The duties are generally those for which either no allowance may be paid by law or that have activities too remote from the functions of the authority.

#### Law Prevents Payment

- (i) Members' surgeries
- (ii) Political activities

#### Outside the Scope of Approved Duties

Social functions

#### Activities Too Remote

Attendance at meetings of an outside body to which the member is appointed where the activities are too remote from the functions of the Authority.

#### Subsistence Allowance

Subsistence Allowances are not payable for meetings where the Authority has provided lunch, reimbursed the actual cost of meals on trains, or met an inclusive overnight accommodation cost.

## Schedule 5

### Job Profiles

#### Police Authority Member

##### Role

- To ensure that there is an effective and efficient police service for the Bedfordshire Police area.
- To ensure that local communities receive best value in local policing services.
- To set the strategic direction for the force and exercise effective oversight of service performance.
- To represent the interests of all those who live in, work in, or visit the Bedfordshire Police area and to ensure that the views of local people are reflected in the nature and style of local policing.
- To ensure that policing services are provided fairly and in a way which does not discriminate against any group or individual.
- To participate constructively in the good governance of both the authority and service as a whole.

##### Responsibilities

- To carry out collectively all statutory and locally determined requirements of a police authority member, including participation in the formulation of policy, decision-making and other activities of the full authority (such as determining the budget and precept, determining local policing priorities, agreeing the annual policing/best value plan and other strategies). A list of police authority statutory responsibilities is contained within Schedule 6.
- To participate effectively as a member of at least two committees and two advisory panels, or other authority forum to which the member is appointed.
- To attend at least 14 meetings each year, including meetings of the Authority, its committees and advisory panels.
- To attend at least one seminar organised by the Authority and at least one further training event each year.

- To provide active commitment to community engagement on behalf of the Authority through attendance at PCAF's and membership of CDRP's and other similar community based activities.
- To comply with all relevant codes of conduct and maintain the highest standards of conduct and ethics.
- To maintain an up-to-date knowledge and awareness of national and local policing issues.
- To maintain a good working knowledge of Bedfordshire Police policies and practices, and to establish good working relationships with officers.
- To rigorously scrutinise, challenge and monitor all aspects of service performance.
- To represent the views of the police authority within local communities and the views of local communities to the authority.
- To participate actively in any outside body or forum on which the member is appointed to represent the authority.
- To be involved in the appointment, discipline or dismissal of senior officers, as appropriate.
- To monitor the way in which complaints are dealt with by the service and deal with complaints against chief officers.
- To promote equality of opportunity and work to eliminate unlawful discrimination both internally within the service and in the provision of policing services.
- To attend local, regional and national seminars/conferences/briefings, if nominated by the authority.
- To answer questions at council meetings, if nominated to do so by the authority.
- To ensure that an effective Independent Custody Visiting Scheme is maintained.
- To participate in inspections and audits of the service, as appropriate.

## **Committee Chairs**

### **Role**

- To fulfil the basic responsibilities of a police authority member and to chair a major committee (Finance, Audit & Business Assurance , Complaints & Professional Standards, Community Engagement, Performance, Standards and Human Resources) of the authority.

### **Additional Responsibilities**

- To lead the work of a major committee of the authority.
- To act as the authority's lead member and spokesperson on the areas within the committee's remit.
- To develop and maintain up-to-date knowledge and specialist expertise in the area for which he/she is responsible.
- To liaise closely with authority and service staff in developing and managing the work of the committee.
- To contribute to national policy development, national events or APA networks.

## **Advisory Panel Chairs**

### **Role**

- To fulfil the basic responsibilities of a police authority member and to chair an advisory panel (as defined by the Police Authority).

### **Additional Responsibilities**

- To lead the work of the panel of the authority.
- To act as the authority's lead member and spokesperson on the areas within the panel's remit.
- To develop and maintain up-to-date knowledge in the area of work of the panel.
- To liaise closely with the Policy & Research Officer in developing and managing the work of the panel.

## **Vice-Chairman**

### **Role**

- To fulfil the basic responsibilities of a police authority member and to hold the office of Vice Chairman of the Bedfordshire Police Authority.

### **Additional Responsibilities**

- To deputise for the Chairman when necessary.
- To liaise closely with the Chairman and assist him/her in overseeing conduct of the authority's business as described in the Chairman's job profile (see below).
- To overview partnership working on behalf of the Authority, including acting as lead member and co-ordinating the Authority's work in relation to CDRPs.
- To act as the link between the Authority and GO-East.
- To chair the Independent Custody Visitors Panel.
- To chair the Appeals Committee.
- To serve as a member of the Authority's Appointments Committee.
- To represent the authority on the APA (Association of Police Authorities), if nominated to do so.
- At the request of the Authority or the Chairman to act as lead member on issues of importance as and when they arise.

## **Chairman of the Authority**

### **Role**

- To fulfil the basic responsibilities of a police authority member and hold the office of chairman of the Bedfordshire Police Authority.

### **Additional Responsibilities**

- To provide leadership, ensuring that the authority works as a coherent and corporate body.

- To preside at authority meetings, applying standing orders and ensuring that members have a fair opportunity to participate in debates.
- To represent the authority to the press via the appropriate means and outside organisations.
- To oversee co-ordination of police authority business at member level and develop, review and monitor implementation of the policies and strategies of the police authority.
- To liaise with the Clerk, Treasurer and Chief Constable to facilitate authority business.
- To hold regular strategic meetings with the Chief Constable.
- To undertake the performance review of the members of the chief officer team.
- To appoint the police authority's officers and staff and ensure that arrangements are in place for the effective management of officers and staff.
- To ensure that authority members receive the support and training they need to carry out their functions effectively.
- To represent the authority on the APA (Association of Police Authorities).
- To attend regional networks and national tripartite gatherings, as required.

## Schedule 6

### Summary of Police Authority Statutory Duties/Responsibilities

#### Police Authorities' three key functions are:

- To secure an efficient and effective Police Service (Section 6, Police Act 1996).
- To secure best value, i.e. continuous improvement in the way (their functions) are exercised having regard to economy, efficiency and effectiveness (Section 3, Local Government Act 1999).
- 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.

(Section 96, Police Act 1996)

Authorities have a whole range of statutory duties which underpin these functions. The following is not an exhaustive list – in particular, it does not detail procedural matters under local government legislation or those relating to the appointment or responsibilities of Police Authority Officers/Staff under Police/local government legislation. Instead, it focuses on key responsibilities that Police Authorities are required to fulfil as part of their functions. These are:

- To determine the local priorities for policing – after consulting local people and the Chief Constable (section 7, Police Act 1996).
- To publish an annual policing plan including Ministerial Priorities, local policing objectives and any performance targets set by the Authority and including best value performance plan (Section 8, Police Act 1996 & Section 6, LGA 1999 and associated regulations).
- To report back to the community at the end of the year on the extent to which the policing/best value performance plan has been met (Section 9, Police Act 1996).
- To appoint and dismiss the Chief Constable, subject to the approval of the Secretary of State (Section 11, Police Act 1996).

- To appoint and dismiss Assistant Chief Constables and be consulted on the designation of a Deputy Chief Constable (Section 12, Police Act 1996 and Police Regulations).
- To hold the Police Fund and maintain accounts (Section 14, Police Act 1996).
- To agree the Police Budget and set the precept (Section 19, Police Act 1996 and Section 40, 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 (Section 20, Police Act 1996).
- To collaborate with other Police Authorities to jointly provide equipment, premises, to other material facilities, where appropriate (Section 23, Police Act 1996).
- To decide the charges for the provision of special Police Services (Section 25, Police Act 1996).
- To provide advice and assistance to an international organisation, institution or a Police body outside the UK (includes secondment of Police Officers), subject to the consent of the Home Secretary (Section 26, Police Act 1996). The Authority can charge for such advice/assistance.
- To comply with any direction given by the Secretary of State on performance targets for Ministerial Priorities (Section 38, Police Act 1996).
- To comply with any Codes of Practice issued by the Secretary of State relating to the discharge of Police Authority functions (Section 39, Police Act 1996).

## BEDFORDSHIRE POLICE AUTHORITY

<b>Committee:</b>	<b>Finance Committee</b>
<b>Date:</b>	<b>4<sup>th</sup> December 2007</b>
<b>Agenda Item:</b>	<b>8</b>
<b>Report Author:</b>	<b>Chief Constable</b>
<b>Lead Officer:</b>	<b>Head of Finance</b>
<b>Subject:</b>	<b>2007/2008 Treasury Management Operations Report</b>
<b>Purpose:</b>	<b>To report on the Treasury Management operations that have taken place since the last report to this Committee.</b>
<b>Background Papers:</b>	<b>None</b>

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### 1. Background

- 1.1 This report summarises the Treasury Management operations that have taken place since the last report to this Committee on 2<sup>nd</sup> October 2007.

### 2. Borrowing/Investment Operations

#### 2.1 Long Term Borrowing

- 2.1.1 No further borrowing has taken place since £1.00M was borrowed from the Public Works Loan Board in August 2007. This borrowing was in line with the 2007/08 Treasury Strategy Statement. The loan was taken out over a period of 25 years & 2 months at a fixed interest rate of 4.75%.

#### 2.2 Short Term Borrowing

- 2.2.1 No short-term borrowing has taken place in this financial year. Any short falls 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 £13.3M to £20.3M, as at 22<sup>nd</sup> November 2007 the amount invested was £19.3M. 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 £0.710M this financial year, the balance as at 22<sup>nd</sup> November being £0.923M.

**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 0.13% higher than the average Local Authority 7-day rate of 5.65% over the same period.
- 3.3 The interest earned on the Investment Account (SIBA) is 0.1% below the base rate, i.e. currently 5.65%.

**4. Lending List**

- 4.1 No further changes have been made to the Authority's lending list since the last report to this Committee.

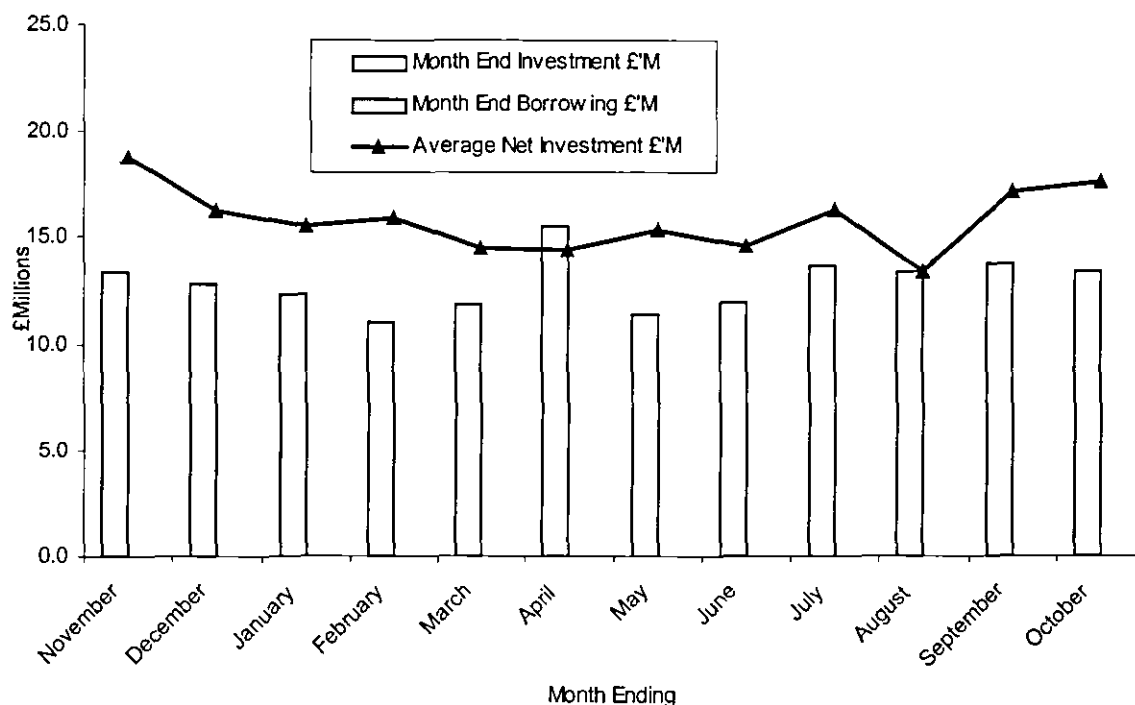
**5. Summary of Treasury Management Transactions**

- 5.1 The following summarises the Treasury Management transactions since the last report to the Committee.

5.2 Current Borrowing & Investments

	<b>Long Term Borrowing</b>	<b>Temporary Borrowing</b>	<b>Temporary Investments</b>	<b>SIBA</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Balance at 12<sup>th</sup> Sept 2007</b>	<b>3,720</b>	<b>-</b>	<b>18,500</b>	<b>405</b>
Raised	-	-	15,300	518
Repaid	-	-	14,500	-
<b>Balance at 22<sup>nd</sup> Nov 2007</b>	<b>3,720</b>	<b>-</b>	<b>19,300</b>	<b>923</b>

- 5.3 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.



5.4 For the financial year to date the average daily level of investment has been £15.500M with interest of £0.541M earned to 31<sup>st</sup> October. The base interest rate has increased twice this year, the latest rise being from 5.50% to 5.75% in July 2007. With this in mind it is expected that by year end investment income will exceed the revised budgeted total of £0.775M by £0.075M.

## 6. Risk Assessment

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

## 7. Financial Implications

7.1 The revised budgeted figure of £0.775M investment income during 2007/08 should be exceeded by £0.075M.

## 8. Benefits

8.1 There are no additional benefits to those shown in paragraph 7.1.

## 9. Conclusion

9.1 Projected income from interest earned on investments is expected to exceed the revised budgeted figure by £0.075M.

## 10. Recommendation

10.1 That the Committee note the report.

Gillian Parker  
Chief Constable

Stephanie McMenemy  
Chief Executive / Treasurer

## BEDFORDSHIRE POLICE AUTHORITY

<b>Committee:</b>	<b>Finance Committee</b>
<b>Date:</b>	<b>4<sup>th</sup> December 2007</b>
<b>Agenda Item:</b>	<b>9</b>
<b>Report Author:</b>	<b>Chief Constable</b>
<b>Lead Officer:</b>	<b>Head of Finance</b>
<b>Subject:</b>	<b>Procurement Strategy</b>
<b>Purpose:</b>	<b>To review the Procurement Strategy.</b>
<b>Background Papers:</b>	<b>None</b>

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### **1. Introduction**

- 1.1 On 4th December 2006 the Finance Committee resolved that the Procurement Strategy be revised to reflect the provisions of the new legislation around disability and noted the Action Plan.
- 1.2 Attached at Appendix A is the updated Procurement Strategy and Action Plan which reflect the latest developments taking place within the procurement function.

### **2. The Current Position**

- 2.1 The Force spends approximately £21million per annum on goods and services obtained via local arrangements, local contracts, regional and national collaborative contracts and out-sourced contracts. Of this spend the Procurement Department has direct budgetary control of £1,048,400 (2007/8 Revenue Budget) which includes central budgets for cleaning and uniform (including body armour). The Procurement Department therefore has a much wider scope than the budget over which it has budgetary control and whilst it already has considerable influence over procurement in some of those areas it intends to become more proactive in the other areas.
- 2.2 The current cost of the Procurement Department in terms of staffing levels is £222,600 (2007/8 Revenue Budget) - a reduction of £29,100 over the previous year due to the removal of the Procurement Manager post from the staffing structure. Staffing includes not only professional procurement staff but the management of the central stores.
- 2.3 The procurement function has been identified as one of those areas that is a priority for collaboration with neighbouring forces. As such the Head of Procurement has contributed to the further development of the High-Level Business Case for collaboration with other forces as part of the Six-Counties Collaboration.

### **3. Progress to Date**

#### **3.1 Procurement Organisation**

- A member of staff has recently commenced studying for the professional examinations in order to gain membership of the Chartered Institute of Purchasing and Supply.

#### **3.2 Diversity**

- The Procurement Strategy has been revised in order to take into account the requirements of the new legislation regarding diversity – see Appendix A.

#### **3.3 Collaborative Procurement**

- Considerable time was spent earlier in the year in contributing to the business case for collaboration with other forces as part of the Six-Counties Collaboration. However, in order to be able to assist other functions with their collaboration the Procurement collaboration has been deferred at present.
- Procurement has quality assured the Scientific Services business case and is considerably involved in the IT Services collaboration, in particular the new Command and Control System.
- In accordance with the National Procurement Strategy we support regional and national contracts (as long as they provide best value to this force). Examples of such contracts used are office furniture, uniform, ambient meals, stationery and computer consumables.
- The Head of Procurement now chairs the regional group of the Association of Police Procurement and Contracts Managers (APPCM) and represents Bedfordshire Police at the regular meetings the ACPO Procurement Sub-Group for the Eastern and South-Eastern Regions and other forums as and when necessary.
- Utilisation of framework agreements convened by other agencies such as OGC Buying Solutions saves resources and reduces the length of time taken to conduct a procurement exercise.

#### **3.4 Procurement and Supply Process Improvement**

- Quick-win commodities have been identified and action taken to achieve savings. Examples of these are:-
  - the re-sourcing of boots at a saving of £9,000 per annum;
  - changing supplier of RTA blood / urine sample kits saving £500 per annum.
- Stock continues to be rationalised on an ongoing basis.
- Procurement cards started being phased into the Force this year.
- The introduction of E-tendering is currently being planned.

### **3.5 Procurement Framework**

- Work has continued on reviewing procurement procedures and Standing Orders (relating to procurement). This will form part of the next overall review of Standing Orders.
- The Procurement intranet site continues to be developed.
- The performance of key suppliers continues to be closely monitored to improve service and/or shorten lead times.

### **3.6 Value Realisation**

- In addition to the quick-win commodities identified above, savings have also been achieved in identifying best value contracts. For example, a recent regional tender exercise for national uniform items has resulted in an annual saving of £26,000 for Bedfordshire Police alone.
- Savings continue to be achieved through volume commitment (where possible) to our contractor for the printing of forms held in the Central Stores.
- Procurement Cards have been introduced into the organisation this year in order to provide non-cashable efficiency savings.
- E-tendering is being planned for implementation next year.

## **4. Conclusion**

- 4.1 Progress continues to be made towards achieving the aims of the Procurement Strategy and ensuring the force achieves best value. The introduction of procurement cards should assist in achieving significant efficiency gains.
- 4.2 In the short term however effort will be concentrated on assisting with the collaboration of other functions.

## **5. Recommendation**

- 5.1 That the progress to date be noted and the Committee endorse the revised Procurement Strategy and Action Plan.

Report prepared by:  
Linda Baxter  
Head of Procurement

**GILLIAN PARKER  
CHIEF CONSTABLE**

**BEDFORDSHIRE POLICE AUTHORITY**  
**PROCUREMENT STRATEGY**

**1. Purpose**

This strategy is to support the aims of Bedfordshire Police during a three-year period by establishing a corporate procurement framework that achieves best value, dynamic purchasing processes and continuous improvement whilst complying with the Police National Procurement Strategy.

**2. Aims**

The aims of the strategy are to deliver:-

- a. An improved procurement support for users and officers to enhance front-line policing;
- b. Best value of goods and services provided;
- c. Effective and timely management of the procurement process.

**3. Strategy**

The above aims will be achieved by the development of seven key strands of activity:-

• **Procurement Organisation**

To organise the FCPU to ensure delivery of user needs across the full procurement network.

• **Relationships**

To foster appropriate relationships with users and the supplier base to ensure enhanced value is delivered.

• **Diversity**

To secure contracts that deliver equality and diversity in public procurement.

• **Collaborative Procurement**

To develop a collaborative procurement stance by the engagement in regional and national procurement activities to maximise supply market leverage opportunities and share best practice.

- **Procurement and Supply Process Improvement**

To deliver an improved process for the acquisition and storage of goods and services.

- **Procurement Framework**

To provide a professional and easily accessible framework for operations across the procurement network.

- **Value Realisation**

To obtain cost reductions from the effective management of contracts and supply arrangements and realise efficiency gains through procurement process improvements.

In order to implement the strategic procurement objectives the strategy highlights a number of actions that are short, medium and long-term which will be reviewed on an annual basis. These headline activities are translated into an action plan to provide a clear timetable of implementation for Bedfordshire Police. The action plan will be supported and managed by the FCPU.

## **Headline Activities**

### **1. Procurement Organisation**

To organise the FCPU to ensure delivery of user needs across the full procurement network.

To deliver this objective procurement needs to be re-focussed.

The FCPU structure will be focussed to deliver against three organisational criteria:-

- Contracts – managing the effective development of contracts and frameworks for all force requirements.
- Procurement – utilisation of contracts and delivery of best value supply.
- Stores – maintain stocks of key items to meet projected needs.

To develop a procurement network of users through regular meetings and communications to enhance understanding and buy-in to the procurement process.

To develop an annual training programme to enhance the skills of all staff involved in the procurement process.

### **2. Relationships**

To foster appropriate relationships with users and the supplier base to ensure enhanced value is delivered.

This will be achieved by:-

- Internal development of a procurement users' network to facilitate communication and the dissemination of best practice.
- Involvement with users in the development of commodity strategies and forward plans of requirements.
- Review supply base, rationalising numbers and spread of suppliers corresponding to their strategic importance.
- Recognition of the force's corporate social responsibility in developing relationships with local SMEs.

### **3. Diversity**

To secure contracts that deliver equality and diversity in public procurement.

This will be achieved by:-

- Offering suppliers help in complying with their legal obligations for non-discrimination.
- Acknowledging and encouraging suppliers to comply with the Force's Quality Standard for Equality and Diversity in Procurement (the Standard).

### **4. Collaborative Procurement**

To develop a collaborative procurement stance by the engagement in regional and national procurement activities to maximise supply market leverage opportunities and share best practice.

This will be achieved by:-

- *Interaction and support for regional and national police contracts.*
- Utilisation of framework agreements organised by other agencies including ACPO, NPIA, OGC, etc.
- Engagement with regional and national procurement forums.
- Support regional and national procurement initiatives where they directly benefit Beds Police.
- Develop other collaborative working relationships with public sector bodies to drive further benefit to the force including organisations such as the NPIA, county council and emergency services procurement initiatives.

### **5. Procurement and Supply Process Improvement**

To deliver an improved process for the acquisition and storage of goods and services.

This will be achieved by:-

- Utilisation of force and collaborative contracts by all members of the procurement network.
- Develop Cedar E-Financials to utilise the procurement module across the procurement network.
- Review commodities purchased and identify quick-win opportunities.
- Develop strategic portfolio framework for commodities purchased.

- Implementation of an e-procurement strategy covering e-sourcing, contract management and all aspects of the procurement-to-pay process.
- Stores review, stock-holding requirement and determine future stock portfolio.
- Develop a direct-to-user supply process for consumable-type items.
- Review goods inwards / goods receipt process.

## **6. Procurement Framework**

To provide a professional and easily accessible framework for operations across the procurement network.

This will be achieved by:-

- The development of a modern set of procurement guidance including the review of Standing Orders, Financial Instructions and Procurement/Stores Procedures.
- Develop the guidance documentation on an interactive web-based format.
- Measure and report benchmarked performance of procurement's contribution.
- Measure and report performance of key suppliers.

## **7. Value Realisation**

To obtain cost reductions from the effective management of contracts and supply arrangements and realise efficiency gains through procurement process improvements.

This will be achieved by:-

- The delivery of cost benefits by the utilisation of effective contracting and dynamic purchasing techniques.
- Reduction of stockholding for non-essential items.
- Rationalisation of stores stock items to identify the 'right' items to hold.
- Realisation of efficiency gains by the implementation of e-business processes.
- Realisation of efficiency gains by the implementation of Government Procurement Cards and their utilisation across the procurement network.

## **Role of the Force Central Procurement Unit (FCPU)**

The role of the FCPU is to act as a centre of expertise in the field of procurement, adding value through the provision of services and support which enable commercially sound contracts to be put in place with well managed suppliers, promoting best practice across the procurement-user network.

## **Procurement-User Network**

The network comprises of all users whose role encompasses full or part-time procurement involvement. Whereas the FCPU will arrange contracts and provide advice, much of the day-to-day ordering and contact with suppliers will be made by network members.

