



# Agenda

18 JULY 2008

**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



**IN PERSON, (by appointment)** 9am to 5pm, Monday to Friday



Bridgebury House has facilities for disabled people.

Web-site:- [www.bedfordshirepoliceauthority.co.uk](http://www.bedfordshirepoliceauthority.co.uk)

Email:- [police.authority@bedfordshire.police.uk](mailto:police.authority@bedfordshire.police.uk)

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

(Mrs S Alexander, Ms C Atkins MBE, Mr S Choudhry, Mr P Conniff, Mrs R Gutteridge, Mrs P Fletcher, Mrs S Gillard, Mrs L Hockey, Mrs E Horrocks, Mr M Farooq, Mr P Hollick, Mr V Lee, Mr M Pantling, Mr R Saleem, Mr B Spurr, Mr J Wells and Mr R Younger).

A meeting of the **BEDFORDSHIRE POLICE AUTHORITY** will be held at Bridgebury House, Woburn Road, Kempston on **Friday 18th July 2008, at 10.00am**, the agenda for which is set out overleaf.

**JOHN ATKINSON**  
Clerk to the Police Authority

## **AGENDA**

(\*indicates that a supporting document accompanies this Agenda)

### **GENERAL**

**1. Apologies**

**2. Public Question Time – To receive any questions**

**3. Minutes**

To confirm the minutes\* of the meeting of the Police Authority held 16 May 2008

**4. Matters Arising from the Minutes**

By Chairman

**5. Declarations of Interest**

To receive any personal or prejudicial interests from Members

**6. Communications/Chairman's Correspondence**

Oral report by Chair and Clerk to the Police Authority

### **MATTERS FOR DEBATE**

**7. Collaboration and Partnership Arrangements**

(a) Oral report by the Deputy Chief Constable

(b) Minutes of the Meeting of the Collaboration Working Panel held on 10<sup>th</sup> June 2008

**8. Protocol Governing The Relationship Between Bedfordshire Police Authority and Bedfordshire Police**

Report\* of the Chief Executive/Treasurer

**9. 2008/9 Police Authority Business Plan**

Report\* of the Chief Executive/Treasurer

**10. Finance Committee**

To consider the recommendations\* from the Meeting held on 24 June 2008 – Committee Chairman -

**11. Standards Committee**

To consider the recommendations from the Meeting held on 28 May 2008 – Member of the Committee

**12. Community Engagement Committee**

Minutes\* of the meeting held on 18 June 2008 - Committee Chair

**MATTERS FOR NOTING**

**13. Audit and Business Assurance Committee**

Minutes\* of the meeting held on 10 June 2008 - Committee Chair

**14. Human Resources Committee**

Minutes of the meeting held on 1 July 2008 – Committee Chair

**15. Youth Issues Group**

Minutes of the meeting held on 9 July 2008– Panel Chair (To Follow)

**16. Oral Report from representatives on the County Council and the Luton Borough Council on the comments made at recent meetings on Police Authority matters**

**17. Status Report**

There are no outstanding issues



**BEDFORDSHIRE POLICE AUTHORITY**

**16 May 2008**

**PRESENT**

Mr P Conniff (Chairman)

Mrs S Alexander, Ms C Atkins (MBE), Mr S Choudhry,  
Mrs P Fletcher, Mrs S Gillard, Mrs R Gutteridge,  
Mr P Hollick, Mrs E Horrocks, Mr V Lee, Mr R Saleem,  
Mr B Spurr, Mr J Wells and Mr R Younger

An Apology for absence was received from Mrs L Hockey and Mr M Farooq

**08/qp/22 ELECTION OF CHAIRMAN**

Mr Conniff was nominated and elected to be Chairman of the Authority for 2008/09.

**08/qp/23 ELECTION OF VICE CHAIRMAN**

Mrs Fletcher was nominated and elected to be Vice Chairman for 2008/09.

**08/qp/24 PUBLIC QUESTION TIME**

No questions were received.

**08/qp/25 MINUTES**

The minutes of the meetings of the Authority held on 15 February and 11 March 2008 were confirmed.

**08/qp/26 MATTERS ARISING**

**Minute No 8/qp/21 – Force Executive Resilience**

The Chief Constable confirmed that the Force had now received the grant of £100k from the Home Office to support the collaboration agenda.

08/qp/27 **COMMUNICATIONS/CORRESPONDENCE**

**2008/09 Budget**

The Chair orally reported that he had now either spoken or met with the local MP's to discuss the Government's decision to 'designate' the Authority which meant that the Secretary of State could determine whether or not to set the maximum budget for either 2008/09 or 2009/10. The local MPs had supported the stance taken by the Authority to maintain the proposed precept.

On the 7<sup>th</sup> May the Chief Constable, the Chief Executive, and Patrick Hall, MP for Bedford, had accompanied him to a meeting with John Healey, Local Government Minister and Tony McNulty, the Policing Minister, and several civil servants to put forward Bedfordshire's case.

The outcome of the Authority's representation was not likely to be known until July.

08/qp/28 **DECLARATIONS OF INTEREST**

Mr Spurr declared a personal interest in the item relating to the Collaboration of Scientific Services.

08/qp/29 **STANDARDS COMMITTEE**

The Authority considered the recommendations and decisions from the meeting of the Standards Committee held on 19 March 2008.

**Local Assessments – Composition Of the Standards Committee – Appointment for additional Lay Independent Members**

The Chief Executive/Treasurer confirmed that as the recruitment process for Lay Independent Members had just been undertaken the additional Member would be sought from the list of candidates that had recently been interviewed.

**RESOLVED**

That the vacancy that will arise on the Standards Committee when Magistrates cease to be Members of the Authority be replaced with an additional Lay Independent Member.

08/qp/30 **MEMBERSHIP OF COMMITTEES 2008/09**

Details of the membership of Committees for 2008/09 were circulated. They had been compiled following consultation with Members. The appointment of Chairs to the Authority's Committees and Panels for 2008/09 was also considered.

It was noted that Race, Diversity and Equality Advisory Panel would be disbanded in September and that Mr Choudhry who had been Chair of the Panel for 2007/08 would continue to oversee the dissemination of the work of the Panel to other Committees. The membership of the Panel would also remain the same in the event that a meeting should be required.

1. That the Membership of Committees and Panels for 2008/09 be as follows:

**Finance Committee**

Mr P Conniff, Mr M Farooq, Mrs E Horrocks Mrs L Hockey, Mr M Pantling, Mr R Saleem, Mr B Spurr, Mr J Wells, Mr R Younger\*

**Audit and Business Assurance Committee**

Mr P Conniff, Mr M Farooq, Mrs E Horrocks\*, Mr V Lee, Mr M Pantling, Mr R Saleem, Mr B Spurr, Mr R Younger

**Complaints and Professional Standards Committee**

Mrs S Alexander, Mr P Conniff, Mrs P Fletcher, Mrs S Gillard, Mrs R Gutteridge, Mr P Hollick, Mrs L Hockey, Mr R Saleem

**Performance Committee**

Mrs S Alexander, Ms C Atkins, Mr S Choudhry, Mr P Conniff, Mrs P Fletcher, Mrs L Hockey, Mr V Lee, Mr M Pantling, Mr B Spurr\*, Mr J Wells and Mr R Younger

**Standards Committee**

Mr P Conniff, Mr P Hollick, Mr R Saleem,  
Independent Members - Mr G Billett, Mr J Jones, Mrs K Johnson\*

**Human Resources Committee**

Mrs S Alexander, Mr P Conniff, Mr S Choudhry, Mrs E Horrocks, Mrs L Hockey\*, Mrs S Gillard, Mrs R Gutteridge, Mr P Hollick, Mr V Lee, Mr J Wells, Mr R Younger

**Community Engagement Committee**

Mrs S Alexander, Ms C Atkins, Mr S Choudhry, Mr P Conniff, Mrs S Gillard, Mrs R Gutteridge, Mrs P Fletcher, Mr P Hollick, Mrs E Horrocks, Mr V Lee, Mr R Saleem

**Independent Custody Visiting Panel**

Vice-Chair of the Authority, Ms C Atkins, Mrs S Gillard, Mrs L Hockey, Mr S Choudhry, Mr Saleem

**Animal Welfare Lay Visitors**

Mr P Conniff\*, Mrs S Gillard

**Appointments Committee**

Chairman of the Authority\*, Mrs S Alexander, Ms C Atkins, Mr S Choudhry, Mrs P Fletcher, Mrs E Horrocks, Mr P Hollick , Mr M Pantling, Mr R Saleem, Mr B Spurr, Mr J Wells

**Youth Issues Group**

Mrs S Alexander, Mr S Choudhry, Mr M Farooq, Mrs S Gillard, Mrs L Hockey, Mr P Hollick, Mr M Pantling\* Mr R Saleem

**Collaboration Panel**

Chair of the Authority, Mrs E Horrocks, Mr R Younger, Mr P Hollick, Mr M Pantling

**Remuneration Panel (Chief Officers Bonus Scheme)**

Chair or Vice Chairman of the Authority, Chairs of Performance, Human Resources, and Standards Committees and either the Chair of the Finance or Audit and Business Assurance Committees

The Chair and Vice Chair are ex Officio Members on each Committee

2. That the Chairman of each Committee be appointed as follows:

Audit & Business Assurance Committee	Mrs E Horrocks
Finance Committee	Mr R Younger
Complaints and Professional Standards	Mrs P Fletcher
Performance Committee	Mr B Spurr
Appointments Committee	Mr P Conniff
Standards Committee	Mrs K Johnson
Human Resources Committee	Mrs L Hockey
Community Engagement	Ms C Atkins

3. That the Chairman of each Panel be appointed as follows

Youth Issues	Mr M Pantling
Animal Welfare Lay Visitors	Mr P Conniff
Collaboration Working Panel	Mr P Conniff

**08/qp/31 REPRESENTATION ON OUTSIDE BODIES**

The Authority considered a report of the Chief Executive/Treasurer on the appointment of representatives to outside bodies for 2008/2009.

The report set out a new nomination process for the Association of Police Authority Policy Groups. Members were informed that the Association of Police Authorities had recently reviewed how it operates and had approved a new structure on 9<sup>th</sup> April for implementation in July.

The new structure aimed to give greater regional representation on the APA. The Plenary was to be replaced by 'the Council', but representation on it would remain as at present for most Authorities. The current Executive of the APA would be replaced by a Board.

The Policy Networks had been reduced to four covering People, Citizen Focus and Partnership, Corporate Business and Strategic Policing. The areas of responsibilities in each group were detailed in the report.

Sitting below the four Policy Networks would be a Black and ethnic Minority Support Network and a Co-ordination and Assurance Network which would act as a business assurance group meeting twice a year and be chaired by either the Chair or the Deputy Chair of the APA. It would draw its membership through co-option from the Policy Networks to ensure the relevant

expertise and also from APA representatives who sit on national bodies.

In terms of membership one member of the Board would be nominated to each of the Policy Networks and each region would nominate one member to sit on each of the policy groups.

The Chief Executives in the Eastern Region had proposed that each Authority in the Region nominate one member for each of the policy networks or for as many as they wish to. Nominations would then be submitted to the meeting of the 6C's on 2<sup>nd</sup> July for consideration. Each nomination would be supported by a brief C.V. of the nominee together with their skills and their abilities which made them considered to be suitable for the particular policy network concerned. In addition, the Chair of each Authority will be asked to add their thoughts as to why the nomination should be supported. Substitute Members would also be appointed.

There would also be a need for a supporting officer to serve on the networks and it had been suggested that the officer should come from the same Authority as the nominated member. The main role of the supporting officers at Board and Network level would be to ensure that there was a necessary exchange of information between the Authorities in a particular region and the APA. The expenses of the nominated member would be borne by their own Authority.

In discussing the proposed change there was a view that such a structure would restrict networking opportunities and the Chief Executive/Treasurer agreed to feed back this concern. Members were however keen for there to be nominations put forward for each group.

Any Member wishing to be nominated to a Policy Group was asked to contact either the Chair or Chief Executive/Treasurer. In the event that there be more than one nomination per group the Chair was given the authority to make the decision on the Member to be put forward.

With regard to nominations to other outside organisations Mrs Fletcher mentioned that the Authority had not been represented on the Luton Public Service Board for some time. The previous representative had been one of the Luton Borough Council Members and would pursue this with them so as to secure a voice on that body. Mrs Fletcher also mentioned that in her partnership role she represented the Authority on the newly formed Crown

**Bedfordshire Police Authority**  
**16 May 2008**

Prosecution Service, Thames and Chiltern Group Community Involvement Panel.

**RESOLVED**

1. That the nomination process for the Association of Police Authority Policy Groups be endorsed
2. That the appointment of representatives on Outside Bodies for 2007/08 be as follows:

<b>ORGANISATION</b>	<b>REPRESENTATIVE(S)</b>
<b>Independent Custody Visiting Association</b>	Mrs P Fletcher
<b>Bedfordshire and Luton Branch of The Local Government Association</b>	Chair/Vice Chair
<b>Countywide Partnership</b>	Chair/Vice Chair
<b>Luton LAA</b>	Chair/Vice Chair
<b>Bedfordshire CDRP</b>	Vice Chair and Mr P Hollick
<b>Luton Community Safety Executive</b>	Mr M Pantling and Mr R Saleem
<b>Luton Forum</b>	Mrs P Fletcher
<b>Joint Committee for Collaboration within the Eastern Region</b>	Chair Mrs Horrocks, Mr Pantling, Mr Hollick and Mr Younger
<b>Bedfordshire and Luton Local Safeguarding Children's Board</b>	Mrs L Hockey

<b>Milton Keynes and South Midlands Project Board</b>	Mrs L Hockey
<b>Crown Prosecution Service, Thames and Chiltern Group Community Involvement Panel.</b>	Mrs P Fletcher

**08/qp/32    COLLABORATION AND PARTNERSHIP WORKING ARRANGEMENTS**

The report of the Chief Constable was submitted which provided an update on partnership and collaboration arrangements. The report also sought approval to the principle for the collaboration of Scientific Services.

The Deputy Chief Constable presented the report as he had now taken over responsibility for new collaborative ventures and is the Bedfordshire Senior Responsible Owner (SRO) for the new Bedfordshire and Hertfordshire Collaboration Programme.

With regard to collaboration opportunities the Regional Collaboration Team was continuing to progress well on serious and organised crime, air support, ICT and scientific services.

It was noted that the structure for determining Collaborative opportunities had been reviewed and now grouped Programmes under the professional leadership of Chief Officers from the participating Forces. Given the fact that the programme of work fully committed Forces in term of the resources together with greater ownership of the collaboration agenda by Chief Constables and Police Authorities it was felt that much of the work of the role of Regional Director of Collaboration had been achieved. A different kind of regional support was now needed and it had been agreed that the Regional Team would now provide administrative support to the existing programmes.

In addition to these changes a new Bedfordshire and Hertfordshire Collaboration Team had been established led by Chief Superintendent Steve Ottaway of Hertfordshire Constabulary. The Team began working from its new base at Harpenden Police Station in early May 2008.

Bedfordshire was providing a number of specialist resources to the Team including a full time Chief Inspector and a researcher analyst. Bedfordshire was also contributing dedicated HR and Finance support on a part time basis.

**Bedfordshire Police Authority**  
**16 May 2008**

The Team would pursue the establishment of joint Hertfordshire and Bedfordshire capability in the following areas:

- Firearms/Dogs,
- Counter Terrorism and Domestic Extremism,
- Civil Contingencies and Public Order Planning, (including Olympics planning)
- Strategic Road Policing,
- Professional Standards
- Legal Services

The programme would also take cognisance of the regional review of Air Support and the regional collaborative work on Serious and Organised Crime, support the existing collaborative work on Information and Communications Technology (ICT) (in particular it would provide the project support for the replacement Command and Control system project) and Scientific Services.

Chief Superintendent Steve Ottaway attended the meeting to answer Members questions about Programme.

In respect of the collaboration on Scientific Services a refreshed business case based around five incremental options had been developed:

The Six Counties Group agreed on 17 March 2008 endorsed Option 4 of the Refreshed Business Case. This option did not pursue the principle of a fully integrated model outlined in the original business case, but proposed the creation of a joint (Western) Bedfordshire and Hertfordshire Scientific Unit aligned (in the East) to the existing Essex Unit.

This provided for significant improvements across Bedfordshire and Hertfordshire and the three Force sub-regional area, generating many of the benefits of the original business case.

This proposal addressed the requirements and expectations of a number of key stakeholders including the Home Office Police and Crime Standards Directorate (PCSD), the National Policing Improvement Agency (NPIA) and the Forensic Science Service (FSS) as well as comparing favourably with established good practice.

The additional ongoing annual costs of the new Scientific Services Unit were estimated at £55K. There would be a number of one off set up costs. These total between £168K and £334K over a three year period. Project savings would be in the region of 90K in year one and £175K in years two and three. Year on year saving beyond this are estimated as being up to £200K. How these saving are to be apportioned between the three participating Forces will be considered further and this would be documented in a later agreement made under Section 23(1) of the Police Act 1996. Members noted that a

business case seeking that financial support for the project had been submitted to the Home Office.

There were a number of benefits to be gained from this option of the proposal which were in the main around the provision of additional resilience and capability to support volume crime, major incidents and counter terrorism investigations.

In order for the collaboration to be successful the HR issues needed to be explored and required early consultation with the Police Officers and Staff and this was being progressed. The Joint Collaboration Team would also ensure that new arrangements did not dilute the capability of each Force.

A more detailed Business Case and Project Initiation Document (PID) for the Scientific Services project was now to be developed for implementation of the proposed Option 4 by 1 April 2009. The detail would be subject to a later agreement made under Section 23(1) of the Police Act 1996 and will be presented to the Police Authority at the appropriate time.

**RESOLVED**

1. That the progress on collaboration be noted.
2. That approval be given in principle to the establishment of a joint Bedfordshire and Hertfordshire Scientific Services Unit, and the development of an east/west sub-regional capability as represented by Option 4 of the Refreshed Business Case. This would be subject to further development and confirmation of the costs.

**08/qp/33 COMMUNITY ENGAGEMENT COMMITTEE**

The Minutes of the meeting of the Community Engagement Committee held on 4 March 2008 were considered.

The Authority noted that the outcome of the process for the renewal of the Authority's Public Relations contract would be reported to the next meeting of the Committee.

In presenting the minutes Mrs Gutteridge recorded her thanks to the Officers and Members who had supported in her role as Chair of the Committee. Ms Atkins also recorded her thanks to Mrs Gutteridge for elevating this area of the Authority's work.

**RESOLVED**

That the Minutes be received.

**08/qp/34 AUDIT AND BUSINESS ASSURANCE COMMITTEE**

The Minutes of the meeting of the Audit Committee held on 18 March 2008 were considered.

In presenting the minutes Mrs Horrocks reminded Members that each Committee had a role in identifying the risks attributed to its work. As a useful guide to other Committees in determining risks the Audit and Business Assurance Committee had identified six overarching areas that could be identified as a risk to the Authority and the Force.

**RESOLVED**

That the Minutes of the meeting be received.

**08/qp/35 HUMAN RESOURCES COMMITTEE**

The Minutes of the meeting of the Human Resources Committee held on 22 April 2008 were considered.

The Chair of the Committee advised that all members had now been circulated a copy of the Health & Safety policy and procedure to ensure that members were aware of their status as employer of police staff and their responsibility as such.

**RESOLVED**

That the Minutes be received.

**08/qp/36 PERFORMANCE COMMITTEE**

The Minutes of the meeting of the Performance Committee held on 7 May 2008 were considered.

**RESOLVED**

That the Minutes be received.

**08/qp/37 COMPLAINTS AND PROFESSIONAL STANDARDS COMMITTEE**

The Chair of the Committee orally reported on the issues raised at the Complaints and Professional Standards Committee held on 13 May 2008. The Chair mentioned that the performance for 2007/08 had been highly productive as the year had seen public complaints stabilise and timeliness improved. David Petch the IPCC Commissioner for the South East Region and Judy Clements the IPCC Regional Director had attended the meeting and gave a

presentation on the changes being made to the structure of the IPCC and on the proposals to be introduced to improve the police complaints system. Bedfordshire would have a new Commissioner next year as Mr Petch was not seeking reappointment at the end of his 4 year term of Office. The IPCC had indicated that Bedfordshire's improvement in performance would be reflected in the Annual Report for 2007/08 to be published later in the year.

At the meeting Superintendent Darlow had agreed to be a pilot Force for the IPCC for implementation of the new Misconduct procedure. Mrs Alexander was pleased to inform Members that the Professional Standards Department were well sighted on the issues involved and had already set up pilots in the Luton and County Division for establishing a process for dealing with such complaints.

The Committee had asked that a strategic on complaints arising from custody be undertaken as complaints from this area had significantly increased since 2005. The Analysis identified 15 areas for improvement and the Committee had agreed how it intended to monitor the progress of their implementation. All Members were to be provided with a copy and the Chair welcomed any comments that other Members might wish to make.

Mrs Fletcher reported on the Committees approval to implement interim protocols for visits to be undertaken by Independent Custody Visitors to persons detained under the Terrorism legislation and those detained in connection with Critical Incidents.

Mrs Fletcher recorded her thanks to Mrs Alexander for all her hard work as Chair of the Committee over the past few years. The Chair of the Authority endorsed this and recorded his thanks for the support he had received from the all the retiring Chairs.

**08/qp/38    ACTION FOLLOWING CONSULTATION THE CHAIRMAN**

The Authority noted that the Chief Executive in consultation with the Chairman had approved the submission of the Special Priority Payments Scheme for 2008 and the method of establishing the banding for the employee contribution rate to the Local Government Pension Scheme from 1 April 2008.

**08/qp/39    COMMENTS MADE AT RECENT MEETINGS OF THE COUNTY COUNCIL AND LUTON BOROUGH COUNCIL ON POLICE AUTHORITY MATTERS**

There were no significant issues of concern raised at meetings of either the Bedfordshire County Council or Luton Borough Council.

**08/qp/40    STATUS REPORT**

It was noted that there were no outstanding issues to report upon.

**08/qp/41 YARL'S WOOD DETENTION CENTRE – CLAIM UNDER RIOTS DAMAGES ACT 1886**

The Clerk advised that his oral report on the this matter did not contain any confidential information as defined in paragraph 5 of Part 1 of schedule12A of the Local Government Act and the item was therefore considered with the public present.

The Clerk orally reported on the current position in connection with the claim under the Riot Damages Act 1886 that had been submitted by Group 4 and their insurers.

He mentioned that the trial scheduled to take place in April 2008 to consider the Authority's claim under its excess insurance policy had been held and he highlighted the issues raised in Court. The outcome would be known by 23<sup>rd</sup> June when the next hearing was scheduled to determine a number of preliminary issues raised by the Authority in its defence to the Riot Damages Act Claim.

**RESOLVED**

That the current position be noted.

## **Collaboration Working Group**

**10<sup>th</sup> June 2008**

### **Present**

Mr P Conniff (In the Chair)  
Mr R Younger  
Mr Martin Pantling  
Mrs E Horrocks  
Mr P Hollick

Deputy Chief Constable Martin Stuart  
Chief Superintendent Steve Ottaway  
Chief Inspector Jim Saunders

Chief Executive/Treasurer Stephanie McMenemy

#### **08/c/05 Introduction**

The Chairman welcomed everyone to the meeting. He explained that the Joint Collaboration Working Group Meeting with Hertfordshire scheduled for 28<sup>th</sup> July had been cancelled. A further date was currently being sought and it was anticipated the meeting would now take place in September.

Since the last meeting Hertfordshire Police Authority had elected a new Chair, Yasmin Batliwala, and arrangements were underway for both Chairs together with the Chief Executives to meet soon.

#### **08/c/06 Minutes**

The minutes of the meeting held on 2<sup>nd</sup> April 2008 were confirmed.

#### **08/c/07 Matters Arising**

There were no matters arising.

#### **08/c/08 Draft Strategy/Terms of Reference**

Stephanie McMenemy had suggested that the Strategy and Terms of Reference for the Working Group ought to be jointly drawn up with Hertfordshire and the Chairs of both Hertfordshire and Bedfordshire had endorsed this approach. Chief Superintendent Steve Ottaway agreed to draft the Strategy and Terms of Reference and circulate them to all Members by the end of this month.

08/c/09      **Update 6C's**

The Six Counties Group had not met since the last meeting of the Collaboration Working Group. The next meeting would take place on 2 July.

With regard to collaboration opportunities the Regional Collaboration Team continued to progress well on serious and organised crime, air support, ICT and scientific services.

08/c/10      **Collaboration Up-date**

Chief Superintendent Steve Ottaway, Programme Director of the Bedfordshire & Hertfordshire Joint Collaboration Team, provided a very thorough update on the current collaboration work being undertaken. The scoping and benchmarking phase should be completed by the end of July. Progress in each area is summarised below:

**Contingency Planning**

Meetings had been held between professional leads in both Forces to agree what services were required from the joint function and capture ideas for structure and delivery. Exploration of a single co-located unit had taken place and all options would be considered. Chief Superintendent Ottaway reassured the Group that robust mechanisms were in place to look at the overall impact of any collaborative arrangements and representation on the Board included Finance and Estates personnel.

**Counter Terrorism & Domestic Extremism**

Professional Leads from both Forces had met to agree the service required from a joint function and identify ideas for structure and delivery. Data had been gathered in respect of current structures and costs. Benchmarking with other Forces had commenced. Chief Superintendent Ottaway highlighted the differing pressures on the two Forces which lead to very different experiences for both. Initial options would be completed by end of July.

**Dogs**

Chief Inspector Jim Saunders outlined progress to date. Professional Leads in both Forces had met to agree services required from a joint function and highlight ideas for structure and delivery. Combining the current establishment in the dog sections of Hertfordshire and Bedfordshire meant that there were 55 dogs and 35 specialist constables. This had been considered a priority area for development and initial options would be completed by

13<sup>th</sup> June.

### **Firearms**

There already exists some joined up arrangements for operations, training and close protection between the two Forces. Chief Superintendent Ottaway explained that the Leads had met to agree the services required from further joint working arrangements and explore ideas for structure for delivery. Currently there are 100 trained officers, 11 of whom are sergeants. There is a big difference between deployment protocols with Bedfordshire attending almost double Hertfordshire's armed response incidents. Initial options would be completed by 13<sup>th</sup> June 2008.

### **Command and Control**

Deputy Chief Constable Martin Stuart explained that the project team/working group had been set up and meetings held. Governance for this collaboration rested with the 6C's and clarity is still sought regarding the need to change. This is currently in the scoping phase and a decision on approach expected by mid June with an implementation plan to follow.

### **Legal Services**

A meeting had taken place between the two Forces and data gathered in respect of current structure and costs. Hertfordshire have their own in-house provision whilst Bedfordshire buys the service in from the County Council. An outline Business Case would be prepared by the end of July and the Implementation Plan by the end of September.

### **Professional Standards Department**

Some opportunity had presented itself by the change in legislation, Taylor Report, whereby more local resolutions were sought thereby speeding up the process. Professional Leads from both Forces had met and data gathered in respect of current structure and costs. Benchmarking with other Forces had commenced. The initial options would be completed on 13<sup>th</sup> June 2008.

### **Scientific Services**

Business Case had been submitted to 6C's and agreement reached over owners of section of implementation. Memoranda of Understanding would be prepared by end of September 2008, together with the Implementation Plan. A new Head of the joint capability could be in post by the end of October and a provisional

go 'live' date of 1<sup>st</sup> April 2009.

### **Strategic Road Policing**

Chief Superintendent Ottaway outlined the main differences currently operated by Hertfordshire and Bedfordshire. The Policing Division was an integral part of BCU focus in Hertfordshire whereas it was a central function in Bedfordshire. Bedfordshire had a Collision Investigation Unit and Hertfordshire were considering setting one up. Initial options would be completed by the end of July 2008.

### 08/c/11 **Existing Collaborative Projects**

Deputy Chief Constable Martin Stuart updated the Group regarding the existing collaborative projects. The Major Crime Unit had received widespread praise since it was created from HMIC and Home Office Minister Tony McNulty.

He also invited members of the Working Group to visit Bedfordshire and Hertfordshire Joint Collaboration Team at their base in Harpenden Police Station.





# PROTOCOL

Bedfordshire

Governing the relationship between  
Police Authority and Bedfordshire Police

## BACKGROUND

The people of Bedfordshire will receive the quality of policing to which they are entitled only if there is an open, mutually supportive yet constructively challenging relationship between the Police Authority, the Chief Constable and the Bedfordshire Police Service he or she leads.

It is in order to foster and maintain this crucial partnership working that the following principles, guidelines and practices have been developed. They are intended to underpin a culture and climate of mutual trust, confidence and openness in which both responsibility and accountability are clear. ***However, they do not provide an exhaustive statement of the legal responsibilities exercised by the Chief Constable and the Police Authority respectively.***

## PRINCIPLES

It is the Chief Constable's job:

- to have direction and control of Bedfordshire Police;
- to lead Bedfordshire Police;
- to formulate policy;
- to manage operational policing;
- to make the best use of financial and other resources made available by the Police Authority;
- to deliver efficient and effective policing.

It is the Police Authority's job:

- to secure an efficient and effective policing service for Bedfordshire;
- to promote, support and uphold the Bedfordshire Police;

- to ensure through consultation that the demands and aspirations for policing of local people are reflected in policing policy;
- to determine an affordable budget;
- to monitor and review policing performance and to hold the Chief Constable to account for it;
- to account to Bedfordshire people for policing performance;
- **to ensure value for money ;**
- **to issue a three-year rolling policing plan and local policing summaries**
- to appoint the Chief Constable and other Chief police officers;

#### **GUIDELINES**

The Police Authority and the Chief Constable will be successful in carrying out these roles only if they do so in a spirit of partnership. The following guidelines flesh out the mutual expectations and responsibilities that are more likely to make this happen.

<b>Budget</b>	<ul style="list-style-type: none"> <li>• The Police Authority will determine the overall budget, but will delegate to the Chief Constable responsibility for financial management of that part allocated to Bedfordshire Police.</li> </ul>
<b>Organisation, Recruitment, Promotion and Discipline</b>	<ul style="list-style-type: none"> <li>• The Police Authority will appoint the Chief Constable, Deputy Chief Constable and Assistant Chief Constable.</li> <li>• The Chief Constable is responsible for the recruitment, promotion of all other staff <b>under her command and control.</b></li> <li>• The Police Authority has oversight of human resources plans to ensure that recruitment processes and procedures for all staff are fair and equitable and meet standards of Best Practice.</li> <li>• The Chief Constable is responsible for all disciplinary matters and the handling of complaints against police officers, police staff and members of the special constabulary. The Assistant Chief Constable will report on this area to the Police Authority Complaints and Professional Standards Committee.</li> <li>• The Police Authority is responsible for complaints against police officers at the rank of Assistant Chief Constable and above and for the general oversight of the conduct of complaints and professional standards.</li> </ul>
<b>Performance and Accountability</b>	<ul style="list-style-type: none"> <li>• The Chief Constable is accountable to the Police Authority for the performance of Bedfordshire Police and, in so doing, for providing timely information to the Authority which impacts on issues of performance throughout the organisation.</li> <li>• The Chief Constable will be expected to provide constructive feedback to the Authority wherever appropriate to assist in the process of sustaining mutual confidence between the Authority and the</li> </ul>

	<p>Constabulary.</p> <ul style="list-style-type: none"> <li>• The Police Authority will act as a 'critical friend' to the police service.</li> </ul>
	<ul style="list-style-type: none"> <li>• The Chief Constable is responsible for managing policing operations but will keep the Police Authority informed and in touch, and draw attention to the extent there is or could be an impact on finance and day to day policing.</li> </ul>
<b>Role of Chairman</b>	<ul style="list-style-type: none"> <li>• The Chairman of the Police Authority takes his/her responsibilities from the Police Authority and in that <i>capacity</i> will liaise with the Chief Constable and his/her senior colleagues.</li> <li>• The Chief Constable, in return, will advise the Chairman of all issues likely to impact directly or indirectly on the Authority in the performance of its duties, either imminently or some time in the future.</li> <li>• The Chairman is expected to inform and advise his/her fellow members of the Police Authority of information conveyed to him by the Chief Constable (unless told in confidence) and to involve them in any consequent decision-making process wherever appropriate.</li> <li>• In accordance with Standing Orders/Scheme of Delegation the Chief Constable will consult the Chairman on urgent decisions. It is a matter for the Chairman as to whether/when consultation with other Members is necessary or not.</li> <li>• The Chief Constable and the Chairman will work jointly at continuing to develop a mutually supportive professional relationship aimed at achieving their common goals for quality policing in Bedfordshire, and in which the regular and open exchange of ideas, information and views is a common expectation and practice.</li> </ul>
<b>Openness and Accessibility</b>	<ul style="list-style-type: none"> <li>• Both the Chief Constable and the Police Authority encourage an 'open' policy in relationships between the Bedfordshire Police and the Police Authority.</li> </ul>
<b>Conduct of Police Authority Members</b>	<ul style="list-style-type: none"> <li>• Members of the Police Authority have signed a Code of Conduct which governs their approach and behaviour in matters of probity, equality, fairness and appropriateness. <b><i>The code of conduct requires</i></b> that Police Authority Members will at all times treat all Police Officers and Police staff (including Police Authority staff) with respect and dignity. The Police Authority has appointed a Standards Committee including independent members to promote and maintain high standards of conduct by members of the Police Authority.</li> <li>• <b><i>Members shall at all times adhere to the Authority's Ethical</i></b></li> </ul>

	<b>Governance Policy</b>
<b>Police Authority Participation</b>	<ul style="list-style-type: none"> <li>• The Police Authority needs appropriate support and assistance from Bedfordshire Police if it is to fulfil its responsibilities effectively, and the Chief Constable will ensure that all necessary support is provided for that purpose.</li> <li>• <b><i>The Police Authority is statutorily responsible for securing Best Value through its Value For Money Strategy, publishing a three-year rolling policing plan and annual local policing summaries.</i></b>  <b><i>Bedfordshire Police will work with the Police Authority to satisfy these responsibilities.</i></b></li> <li>• The Police Authority has a duty to consult with local communities about policing, and to advise the Police accordingly. Bedfordshire Police will be involved and invited to participate, where appropriate, in public consultation meetings organised by the Police Authority. Similarly Bedfordshire Police will keep the Police Authority informed of their consultation work, and invite the Police Authority to participate where appropriate.</li> <li>• As representatives of the public the Police Authority members will assist the police service by giving full support to the agreed force strategies and helping to explain them to communities.</li> <li>• Members of the Police Authority, in discharging their ever-increasing responsibilities and their need for greater understanding of policing, its problems, complexities and successes, look to the Chief Constable to foster a working environment where the benefits of their support and assistance can be maximised.</li> <li>• The Chief Constable will ensure that the Chairman, Vice-Chairman and other members of the Police Authority are encouraged to play a full role in the formal life of the Bedfordshire Police through, for example, invitations to attend attestation and award ceremonies.</li> </ul>

<p><b>Role of Chief Executive</b></p>	<ul style="list-style-type: none"> <li>• <b>The Chief Executive</b> is the statutory officer employed by the Police Authority to support the Authority in the discharge of its functions. He/She will also act as a bridge between the Authority and Bedfordshire Police wherever appropriate in receiving and acting upon information which requires further consideration by members.</li> </ul>
<p><b>Role of Clerk/Monitoring Officer</b></p>	<ul style="list-style-type: none"> <li>• <b>The Monitoring Officer is the statutory officer who is responsible for ensuring that the Authority acts lawfully without maladministration or injustice and monitors the operation of the Authority's Code of Conduct for Members, including supporting the Standards Committee in the local assessment and determination of complaints.</b></li> </ul>
<p><b>Role of Treasurer</b></p>	<ul style="list-style-type: none"> <li>• The Treasurer is the statutory officer employed by the Police Authority to provide the Authority with financial advice and to secure the proper administration of the Authority's finances.</li> </ul>

## PRACTICES

A range of practical proposals have been developed to underpin the guidelines, and help to further mutual trust, confidence and understanding.

- **The Authority has developed a Business Plan that is reviewed annually.**
- **The Authority has an agreed framework in place to deliver its Value for Money programme.**
- The Authority has agreed terms of reference for itself, its committees and panels in order to record and collate all its responsibilities and to distribute accountability for these fairly between its members.
- The Code of Conduct and **Ethical Governance Policy** referred to earlier in this document.
- The Chairman and Chief Constable will keep each other informed about their availability and periods of leave of absence.
- The Police Authority will delegate to the Chief Constable responsibility for approving secondments and leave of absence on official or related duties, except in the case of

the Chief Constable where they would expect him/her to seek permission from the Police Authority.

- There will be regular and frequent meetings between the Chief Constable and his/her senior staff and the Chairman and Vice-Chairman.
- The Chief Constable will ensure that he/she and/or Executive staff attend all meetings of the Authority and its Committees, except where otherwise advised by the **Chief Executive**.
- If either the Authority or the service intend to issue a press statement which could adversely impact on the other, prior consultation between the Chair of the Authority and the Chief Constable will take place before the statement is issued. **Members shall adhere to the Authority's Media Protocol**
- The chairman and members of the Police Authority should address issues of policy to Chief Officers only, although they will be able to discuss local issues with Divisional Commanders and other staff.
- The Chairman will ensure that Police Authority members attend meetings and events for which invitations are accepted by the Authority.
- The Chairman will be made aware, and kept informed of any developments in relation to major policy issues raised by members of the authority which are raised directly by them with the Chief Constable and his senior staff.
- **Lead members shall adhere to the principles set down in the Lead Member Scheme.**

## REVIEW

A review of this protocol will be undertaken annually by the Authority and Bedfordshire Police Service at the last full Police Authority meeting before the Annual Meeting to reflect any changes in emerging good practice. It may also have to be up-dated immediately where statutory changes occur.

## COMMENTARY

Both the Police Authority and the Chief Constable acknowledge that if either party needs to refer to these guidelines to justify particular actions, they will have failed. The crucial elements lying at the heart of the necessary essential partnership are mutual understanding, confidence and trust.

**REPORT AUTHOR(S): CHIEF EXECUTIVE / TREASURER**

**SUBJECT: Police Authority Business Plan**

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## **PURPOSE**

The report asks the Authority to consider the review undertaken of the Authority's Business Plan 2007-2009 and agree the medium term priorities of the Police Authority that can be incorporated into an updated version of the plan.

## **RECOMMENDATION**

**That the Authority**

- **notes the review of the Authority's business plan**
  - **agrees the priorities to be developed into the updated business plan**
- 

### **1. Background**

In June 2007 Bedfordshire Police Authority's Business Plan 2007-2009 was presented to members at a seminar following its development by a small working group of Authority members and officers. Although the plan has been reviewed at a number of seminars over the past 12 months it is now brought to the full Police Authority for official noting.

An internal review has been completed and is set out in Appendix A, in summary form.

### **2. Proposal**

To ensure that the business plan remains relevant over a 3-year period and to enable its priorities to be in line with both the Force's and the public's, either directly or through partnership work, the Authority needs to review and endorse its priorities on a regular basis.

A meeting of a small group of Police Authority Members and Officers took place in June 2008 to determine the areas of focus for the Police Authority giving particular consideration to where the Authority could add value and how this could be delivered more effectively given the limited resources available to it.

The group determined that in agreeing the way forward for the Authority over the coming 3 years it would give careful consideration to the following;

- mandatory obligations of the Authority
- the resource constraints facing the Authority, in the form of personnel, money and facilities
- risks that the Authority currently face and the probable risks arising in the future
- different ways of delivering outputs
- the current workload of the Authority's staff to ensure they are aligned with the Authority's priorities
- breadth and depth (quantity vs. quality)

The outcome of the meeting was to identify the key priorities for the Authority over the next 3 years in areas where it has the ability to add value to the overall Policing Service. These are outlined below along with details of activities that need to be explored in the coming year to progress each of these:

- **Community Engagement**

Consideration to revised Committee terms of reference, consultation delivered through partnerships, Police Authority quality assurance role, risk assessment, youth agenda delivery vehicle, Better Times resource, impact of Green Paper.

- **Equality and Diversity**

Ensure compliance in equalities legislation, explore collaborative diversity officer with potential to incorporate youth issues into remit, review Authority scrutiny mechanisms.

- **Partnerships**

Consideration to specific induction for new members, ACPO portfolio holder, specific area problems and unitary issues, development of key policy areas to agree a common position, shared services, link members.

- **Collaboration**

Consideration of an induction for new members, Collaboration Working Group to join with Hertfordshire to establish arrangements for governing collaborative agreements, risks on collaborative initiatives associated with new members, clarification of governance, develop shared services with local authority.

- **Performance**

Consideration of member development through PDRs, training, succession planning through lead members, inductions.

Scrutiny role and capacity issues, collaboration opportunities, VFM strategy, regional training, officer support, and Chairs attendance.

- **Estates**

Need for strategic lead, Greyfriars development, custody review, collaborative opportunities, Estate strategy, contingency plans.

With the Authority's agreement the above priorities will be developed and incorporated into the Authority's business plan along with the ongoing work as detailed in Appendix A to form the revised plan. This will be reported to the Audit and Business Assurance Committee in September and once approved will be rolled out to each Committee through Committee workplans.

3. **Financial Implications**

There are no additional financial implications arising from this report.

4. **Risk Management Implications**

There are no specific risks associated with the proposals in this report and the improved clarity of risks facing the Authority should aid its risk awareness and therefore its ability to mitigate these, using the existing risk management tools.

5. **Recommendations**

That the Authority

- notes the review of the Authority's business plan and
- agrees the priorities to be developed into the updated business plan.

**Stephanie McMenemy**

**Chief Executive / Treasurer**

<b><i>Advance the Governance, Independence and Accountability of the Authority</i></b>				
Review and improve Committee, accommodation and Staff arrangements for efficiency, effectiveness and leadership	Review and improve the efficiency and effectiveness of the Authority's staffing, accommodation and committee working arrangements. Provide a forward looking and dynamic executive leadership to the Authority and its staff.	Chief Executive / Treasurer	Sept 07	Completed. This will be rolled into the ongoing business plan as it remains valid.
Introduce both Committee and staff work-planning/resource requirement monitoring	The introduction of both committee and staff work planning / resource requirement monitoring and, the review of committee working arrangements in relation to targeted agenda and agenda planning.	Chief Executive / Treasurer	Sept 07 →	Targeted agenda planning completed. Work planning piloted, to be rolled out during 2008/9 to all Committees.
Roll out Members' PDR Scheme	To fully roll out the Members' Personal Development Review Scheme	Head of Strategic +Policy Development	Jun 07	Completed. Changes identified during pilot to be introduced in 2008/9 process.
Re-target Member/Staff development and training	To produce documented and ranked development and training plans for both Members and Staff linked to budget resources and PDR outcomes.	Chief Executive / Treasurer & Head of Strategic +Policy Development	Dec 07	Staff PDR process to be reviewed in 2008/9
Set benchmarks to demonstrate added value	One way of demonstrating added value is to develop a set of appropriate benchmarks that are SMART easily communicated to the Force and Public. Examples of areas to be considered are around Community Engagement (on issues such as equality and diversity), Performance Management, Council Tax Management and achievements against plans.	Chief Executive / Treasurer / Head of Strategic + Policy Development	Dec 07	To be developed as part of the business plan revisions.
Monitor implementation of Force governance changes to ensure an overall balance of accountability remains in place	The Authority will keep in touch with the implementation of these significant changes and their impact on both performance and resource management. This may be achieved by using current reporting routes and arrangements but will also be enhanced as necessary to report any exceptions to that expected.	Chief Executive / Treasurer	→ Mar 08	Incorporated into Audit plan in 2007/8 with follow up this year. Following the Lead Member pilot comprehensive review for implementation at PA AGM.

	The monitoring arrangements by the Force during the change period will also be assessed.			
<b><i>Improve the capacity to properly and fully Performance Manage</i></b>				
Improve the effectiveness of performance management by implementing the Perf Self-Assessment action plan	Implementation of the action plan arising from the 2006/7 Performance Monitoring self-assessment exercise to improve the effectiveness of the Authority's performance management	Chief Executive / Treasurer & Head of Strategic +Policy Development	Sept 07	Completed
Continue delivery of the Value for Money Readiness Self- Assessment action plans.	Given that the Authority has already received the report and action plan that followed completion of this exercise and implementation of the main recommendations commenced during 2006/7, the remaining deliverable is to ensure that all the benefits available from implementation are delivered. Monitoring of delivery of the remaining agreed recommendations passed to the Audit and Business Assurance Committee	Chief Executive / Treasurer	Jun 08 →	Completed
Ensure Police and Justice Act 2006 requirements are met	Consultation with the Force and others around the impact of the Act on the ways in which the Authority conducts its business and the governance of any resulting changes.	Monitoring Officer	→ Mar 08	Completed. This will be rolled into the ongoing business plan as it remains valid.
<b><i>Further improve Community Engagement</i></b>				
Improve consultation and communication of the Authority's role at both Force and Community level	A communication plan for improving our performance in this area will be developed through the Community Engagement Committee	Chief Executive / Treasurer & Head of Strategic +Policy Development	→ Mar 08	Review of strategy planned and communication plan will be part of new PR contract. Rolled into the ongoing business plan.
Develop clear joint targets against forward planned initiatives through the community engagement strategy .	The establishment of an annual communication plan with targets joining with the Force where the Authority's independence is not compromised.	Head of Strategic +Policy Development	Dec 07	Included as part of the strategy review. Rolled into the ongoing business plan.
Monitor local government restructuring	Developments here will need to	Chief Executive / Treasurer, Chair &	Ongoing	Meetings with relevant bodies

and develop an Authority strategy for influencing any developments	monitored for Members should matters progress and Members wish to be kept informed of progress and communicate their views as appropriate.	Head of Strategic +Policy Development		continue to take place. This will be rolled into the ongoing business plan as it remains valid.
<b>Improve Partnership engagement and outcomes</b>				
Deliver the partnership strategy taking leadership role as appropriate	Monitoring report on performance and achievement of the strategy and outcomes from partnership working, and modifying the strategy in light of experience.	Chief Executive / Treasurer & Vice Chair	Mar 08	Completed. Partnership performance reported to performance committee and community engagement committee. A review of the strategy will be rolled into the ongoing business plan as it remains valid.
Continue engagement in inter-force collaboration wherever viable and overall beneficial to the Authority.	Continue engagement in inter-force collaboration wherever viable and overall beneficial to the Authority.	Chief Executive / Treasurer & Chair	Mar 09	Collaboration Working Group. This will be rolled into the ongoing business plan as it remains valid.
<b>Improve Financial Capacity</b>				
Develop profile and lobbying arrangements with Home Office, Public, Partners and APA	Development of an agreed strategy for making the Bedfordshire Police Authority case for additional resources	Chief Executive / Treasurer & Chair	→ Nov 07	Successful lobbying of HO in 2007/8. Need to develop other aspects in 2008/9.
Finalise funding plan for Headquarters site redevelopment	A funding Plan for the project will be developed for Member approval.	Chief Executive / Treasurer & Director of Corporate Services	July 07	This will be rolled into the ongoing business plan as it remains valid.
Set medium term objectives in relation to Council Tax league/level aspirations	A report linking the likely funding settlements and Council Tax impacts relating to revised medium term service plans.	Chief Executive / Treasurer & Police Authority	July 07	Completed
Monitor implementation of the value for Money Reports (Axon/ Force reconstruction)	Monitoring reports around delivery of the financial savings/efficiencies as outlined within the agreed Axon and service reconstruction reports.	Chief Executive / Treasurer & Director of Corporate Services	→ Mar 08	Completed. Review of controls incorporated into 2008/9 Audit Plan.
<b>Embed delivery of the Authority's Equality Schemes</b>				
Improve monitoring and impact	Equality scheme impact assessments	Chief Executive / Treasurer & Head of	→ Mar 08	This will be rolled into the

assessment activity	and where appropriate associated improvement plans.	Strategic +Policy Development		ongoing business plan as it remains valid.
Monitor Implementation of the Youth Strategy	Early completion, approval and implementation of the Youth Strategy is important to the Authority and will be linked to a monitoring and reporting regime to assess impact and take forward our learning in this area	Chief Executive / Treasurer & Head of Strategic +Policy Development	→ Mar 08	Partly completed. This will be rolled into the ongoing business plan as it remains valid.

**FINANCE COMMITTEE**

**24 June 2008**

**PRESENT**

Mr R Younger (In the Chair)

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

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

**08/QF/11      CAPITAL PROGRAMME – 2007/2008 – OUTTURN AND FINANCING**

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

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

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

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

**RECOMMENDED**

- 1. That the Capital Expenditure Outturn for 2007/2008 of £2.148M be noted**
- 2. That the method proposed for financing Capital Expenditure in 2007/2008 as now reported, be approved.**

It was also

**RESOLVED**

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

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

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

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

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

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

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

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

Whilst considering the outturn for 2007/08, the Chief Executive/Treasurer considered that it was appropriate for the policy on reserves to be reviewed given that the last review was undertaken in 2005 and since that time there had been both national and local changes that impact upon reserve levels. These related to changes to police pensions legislation, the requirement to replace Greystones Police Station, the collaboration programme and changes in levels of self-insurance. To take account of these changes a revised Policy had been produced which incorporated a new earmarked reserve for collaboration/performance issues as well as one-off costs that may be associated with the Olympic Games in 2012. A review had also been undertaken of actual levels of general reserves and earmarked reserves and the revised levels were detailed in the report.

### **RECOMMENDED**

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

**It was also**

### **RESOLVED**

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

**08/QF/13**

### **REVIEW OF FINANCIAL REGULATIONS**

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

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

- The Chief Executive's role in the ensuring effective systems of internal control

- To evaluate returns on investment
- The Police Authority's role in agreeing the use of underspends

#### **RECOMMENDED**

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

**08/qf/14**

#### **MINUTES**

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

**08/qf/15**

#### **MATTERS ARISING**

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

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

**08/qf/16**

#### **COMMUNICATIONS**

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

**08/qf17**

#### **DECLARATION OF INTERESTS**

There were no declarations of personal or prejudicial interests from Members

**08/qf18**

#### **MOBILE CUSTODY VEHICLE**

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

The assessment concluded that the use of the MCU did not justify the on going costs. The report provided two options for its future use which centered on the replacement of the Police Operations Command

(POC) as the current vehicle was coming to the end of its operational life and collaborating with Hertfordshire on the provision of a new vehicle.

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

Option 2 was to convert the MCU into a POC.

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

### **RESOLVED**

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

**08/qf19**

### **POLICE ESTATE – ANNUAL REPORT**

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

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

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

As previously agreed by Members the possible sale of part of the existing sports field, to support the funding of the project, had been investigated. However, this was not deemed to be a feasible option. The area of land most suitable for disposal was to the rear of the site, bounded by the adjacent school playing field and what would be a housing development within the new by-pass.. Unfortunately access to this land could only be gained from the new housing development area; thus removing competition for the purchase, reducing the opportunity to realise best value and minimising the viability of any capital receipt thus gained.

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

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

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

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

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

**RESOLVED**

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

**08/qf20**

**EFFICIENCY PLAN – FINAL OUTTURN**

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

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

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

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

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

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

**RESOLVED**

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

**08/qf21**

**2007/08 STATEMENT OF ACCOUNTS**

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

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

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

#### **RESOLVED**

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

**08/qf/22**

#### **REVENUE BUDGET AND CAPITAL PROGRAMME 2008/2009**

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

#### **Revenue Budget**

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

Having noted that this forecast was at an early stage in the financial year and that within the constraints of the financial management scheme Divisional Commanders would be looking to utilise their budget in driving up performance, Mr Pantling reminded Members of the rationale that had been taken when setting the budget in relation to increasing the

reserves. Members were happy that underspends within devolved budgets were utilised for performance issues and expressed a preference that these be linked to workforce modernisation. The Assistant Director (Resources) advised Members that he had the responsibility to scrutinise where the money was to be spent and assured Members that the limits contained within the financial management scheme were stringent enough not to allow resources to be utilised in areas for which they were not intended. It was also confirmed that as with previous years, as the actual outturn position for the force becomes clearer, the Authority will have the ability to determine how underspendings are utilised.

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

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

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

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

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

### **Capital Programme**

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

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

Full details of the progression of the major projects in the IS/IT Strategy were appended to the report. The Assistant Director (Resources) orally reported that the Mobile Data Project had won the Public Sector IT 'Project of the Year'. He also reported that the NIPA had undertaken a review to determine how well Forces were progressing towards the implementation of MOPI and that Bedfordshire had received a favourable report. Members asked that a letter of thanks be sent on behalf of the committee to the MOPI Implementation Team. A copy of the report would be circulated to Members.

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

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

#### **RESOLVED**

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

**08/qf/23**

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

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

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

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

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

**RESOLVED**

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

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

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

**RESOLVED**

That the report be noted.

**08/qf/25      TREASURY MANAGEMENT – OPERATIONS REPORT**

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

**RESOLVED**

That the report be noted.

Appendix A

Revenue Budget 2007/08  
Provisional Carry Forwards

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



# BEDFORDSHIRE POLICE AUTHORITY

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# **BEDFORDSHIRE POLICE AUTHORITY**

## **FINANCIAL REGULATIONS**

### **1 INTRODUCTION**

To conduct its business efficiently, Bedfordshire Police Authority ('the Authority') needs to ensure that it has sound financial management policies in place and that these are strictly observed. Part of this process is the establishment of financial regulations that set out the Authority's financial policies.

Financial regulations provide the framework for managing the Authority's financial affairs. They apply to every member and officer of the Authority and anyone acting on its behalf.

The regulations identify, and provide clarity about, the financial responsibilities of the Police Authority. Chief Constable, Chief Executive / Treasurer, Assistant Director (Resources) and all budget holders.

More detailed financial instructions (as per Appendix A), to supplement these regulations, shall be issued and maintained by the Chief Constable in consultation with the Chief Executive / Treasurer.

Beyond the scope of this document, financial regulations link with other internal regulatory documents. For example, code of corporate governance, contract standing orders, schemes of delegation, financial instructions, guidance and instructions and employee codes of conduct.

The Chief Constable, Chief Executive / Treasurer and Assistant Director (Resources) shall maintain a written record where decision-making has been delegated to members of their staff, including seconded staff.

All staff have a general responsibility for taking reasonable action to provide for the security of the assets under their control, and for ensuring that the use of these resources is legal is properly authorised, provides value for money and achieves best value.

The Chief Executive / Treasurer and Assistant Director (Resources) are jointly responsible for maintaining a continuous review of the financial regulations and submitting any necessary additions or changes to the Authority for approval. The Assistant Director (Resources) is responsible for reporting, where appropriate, breaches of the financial regulations to the Chief Constable, the Chief Executive / Treasurer and Authority.

The Chief Constable is responsible for ensuring that all police and police staff are aware of the existence and content of, and have access to the Authority's

financial regulations and other internal regulatory documents and that these are observed.

The Chief Executive / Treasurer is responsible for ensuring that all Police Authority staff are aware of the existence and content of, and have access to, the Authority's financial regulations and other internal regulatory documents and that these are observed.

The Assistant Director (Resources), in conjunction with the Chief Executive / Treasurer, is responsible for issuing advice and guidance to underpin the financial regulations.

Any police officer or police staff member who knowingly, or by negligence, breaches these financial regulations may be subject to disciplinary action and in some instances may incur criminal liability.

Any reference to 'officer' or 'employee' includes police officers, police staff and officers and employees of the Police Authority.

## **2 FINANCIAL MANAGEMENT**

### **2.1 INTRODUCTION**

Financial management covers all financial accountabilities in relation to the running of the Authority and the Force. All Members, Authority officers, police staff and police officers have a duty to abide by the highest standards of probity in dealing with financial issues.

### **2.2 THE POLICE AUTHORITY**

The Police Authority is responsible for approving the financial policy framework and budget. It is also responsible for approving and monitoring compliance with the Authority's overall framework of accountability and control, and for monitoring compliance with the agreed policy.

Functions may be delegated to the Chief Constable, Chief Executive / Treasurer, Committees of the Authority or joint arrangements with other public bodies. The Authority's Scheme of Delegation approved by the Police Authority is set out separately.

The Authority shall, prior to 1st March each year, approve a revenue budget for the following financial year. The draft budget shall be prepared by the Chief Executive / Treasurer and the Chief Constable in, such a form as the Authority may from time to time determine.

In accordance with the Home Office Financial Management Code of Practice, the Authority shall encourage the delegation of financial management to the Chief Constable and the Force provided that:

- a) there are sufficient safeguards to enable the Chief Executive / Treasurer to discharge properly his or her statutory obligations, and
- b) the financial dealings of the Authority and of the Force are conducted properly and in a way which meets the requirements of best practice.

### **2.3 THE AUDIT AND BUSINESS ASSURANCE COMMITTEE**

The Audit and Business Assurance Committee is responsible for reviewing the external auditor's reports, the annual audit letter, the internal auditor's work plan and progress, and may consult directly with the internal and external auditors. The Committee also makes recommendations to the Police Authority for approval of the Annual Governance Statement and the Accounting Policies used in the production of the statutory Statement of Accounts of the Police Authority.

### **2.4 THE TREASURER**

The Police Authority's is required under the provisions of Section 151 of the Local Government Act 1972 to appoint as Treasurer a suitably qualified officer responsible for the proper administration of its financial affairs. The Treasurer's main duties are:

- provide financial advice to the Authority on all aspects of its activity, including the strategic planning and policy making process
- assist members in seeking to obtain best value for money
- advise the Authority on financial propriety
- ensure that arrangements are in place so that accurate, complete and timely financial management information is provided to the Authority
- ensure that the annual statutory accounts are properly prepared
- provide an effective internal audit service and assistance in providing safe and efficient financial arrangements
- ensure that secure treasury management arrangements (including loans and investments) are in place.
- advise the Authority on the safeguarding of assets, including risk management and insurance,
- arrange for the determination, issue and receipt of the annual Council Tax Precept.
- advise the Authority on budgetary matters including any consequent long term implications.
- to review reports containing financial information.

The Treasurer has certain statutory duties in relation to the financial administration and stewardship of the Authority. This statutory responsibility cannot be delegated, namely reporting any potentially unlawful decisions by the Authority or the Force on expenditure, securing the production of a statement of the Authority's accounts and maintaining an adequate and effective internal audit of these accounts.

The Treasurer is responsible for advising the Police Authority about whether a decision is likely to be considered contrary to or not wholly in accordance with the budget. Actions that may be 'contrary to the budget' include:

- Initiating a new policy
- Committing expenditure above the budgeted level
- Causing the total expenditure financed from council tax, grants and corporately held reserves to increase.

Section 114 of the Local Government Finance Act 1988 requires the Treasurer to report to the Police Authority and external auditor if the Authority or one of its officers:

- has made, or is about to make, a decision which involves incurring unlawful expenditure
- has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency to the Authority
- is about to make an unlawful entry in the Police Authority's accounts.

In connection with these duties the Treasurer

- must nominate a properly qualified deputy should he or she be unable to perform the duties under section 114 personally

- must be provided by the Authority with sufficient accommodation and other resources - including legal advice where this is necessary - to carry out the duties under section 114.

To enable the Treasurer to discharge his or her responsibilities, the Chief Constable shall provide the Treasurer with any information required, shall allow the Treasurer access to the documents and records under their control, and shall comply with the Treasurer's recommendations regarding the form of and method of keeping any financial records or the operation of any financial procedures.

Section 113 of the Local Government Finance Act 1988 requires that the Treasurer shall also be a member of one or more of the bodies listed:

- The Institute of Chartered Accountants in England & Wales
- The Institute of Chartered Accountants in Scotland
- The Chartered Association of Certified Accountants
- The Chartered Institute of Public Finance and Accountancy
- The Institute of Chartered Accountants in Ireland
- The Chartered Institute of Management Accountants, and
- Any other body of accountants established in the U. K. and for the time being approved by the Secretary of State for the purposes of this section

## **2.5 THE CHIEF EXECUTIVE**

The Chief Executive is responsible, through the monitoring officer, for:

- Reporting any actual or potential breaches of the law or maladministration to the Authority
- Ensuring that Police Authority Members are advised of the financial implications of all proposals.
- Seeking approval on any matter liable to affect the Police Authority's finances materially, before any commitments are incurred.
- Advising the Police Authority Members and officers about who has the authority to take a particular decision.
- Signing contracts on behalf of the Police Authority.

## **2.6 THE CHIEF CONSTABLE**

The Chief Constable, and those working for the Chief Constable, have day to day responsibility for the financial management of the Force within the financial policy framework, the agreed budget and rules of virement. The Chief Constable has delegated the responsibility for the provision of services such as payroll, pensions, and general financial administration within the Force as well as other services such as the management of procurement and fleet to the Assistant Director (Resources).

The Chief Constable is responsible for ensuring that Authority members are advised of the financial implications of all proposals and that the financial implications have been agreed by the Assistant Director (Resources) and that the Chief Executive / Treasurer has been consulted.

## **2.7 THE ASSISTANT DIRECTOR (RESOURCES)**

The Assistant Director (Resources) undertakes the role of Force Finance Director as prescribed by the Home Office Financial Management Code of Practice. The Assistant Director (Resources) is responsible to the Chief Constable for financial activities undertaken in the Force and should have a place on the Chief Constable's senior policy team.

The Assistant Director (Resources) is required to be a member of one of the accountancy bodies outlined at 2.4 above and is responsible for all financial activities undertaken within the Force or contracted out by the Force.

## **2.8 OTHER FINANCIAL ACCOUNTABILITIES.**

### **Virement**

Virement may be defined as the permission to spend more under one budget head when matched by a corresponding reduction on some other budget head, always providing that the total budget is not already overspent or expected to overspend.

The Chief Constable has delegated authority to exercise virement up to 10% of the approved objective budget heads, subject to a limit of 1% of the overall budget requirement. This authority has been delegated by the Chief Constable to the Assistant Director (Resources).

The approval of the Authority is required when the virement proposals imply significant changes of major policy as defined in the Scheme of Delegation/Financial Regulations and relate to sums in excess of the limits defined in the Scheme of Delegation/Financial Instruction (Financial Management Scheme) or involve additional revenue commitments in future years.

No commitment shall be entered into on behalf of the Authority that would either lead to expenditure exceeding the Budget provision or income falling short of Budget provision. As soon as a potential overspending or loss of income is identified, it should be reported in accordance with Financial Instructions.

Any reports to the Police Authority proposing action which would lead to additional expenditure or loss of income which could not be contained within current Budget provision must include the financial implications for the current year and the ongoing full year effect. This also applies to proposed action that can be contained within the current Budget if it represents a change of policy. Such reports will be presented to the appropriate Committee jointly by the Chief Constable and Chief Executive / Treasurer.

### **Treatment of Year-End Variations & Local Balances**

The Police Authority is responsible for agreeing procedures for carrying forward under- and overspending on budget headings. The current approved

limits are detailed in the financial instructions, financial management scheme.

### **Accounting Policies**

The Assistant Director (Resources) in conjunction with the Chief Executive / Treasurer is responsible for selecting accounting policies and ensuring that they are applied consistently.

### **Accounting Records and Returns**

The Assistant Director (Resources) in conjunction with the Chief Executive / Treasurer is responsible for determining the accounting procedures and records for the Authority in compliance with nationally imposed reporting standards and codes of practice, as appropriate

### **The Annual Statement of Accounts & Annual Governance Statement**

The Chief Executive / Treasurer in conjunction with the Assistant Director (Resources) are responsible for ensuring that both the annual Statement of Accounts and Annual Governance Statement are prepared in accordance with the *CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice (the SORP)*. The Finance Committee is responsible for scrutinising the Annual Statement of Accounts and recommending that the Authority formally approves them.

The Chief Executive / Treasurer is responsible for issuing public notices regarding the inspection of the Accounts and the completion of the external audit.

The Chief Executive / Treasurer has the responsibility for collecting information from Members and Officers regarding related party transactions for inclusion as a summary in the Statement of Accounts.

## **3 FINANCIAL PLANNING**

### **3.1 POLICY FRAMEWORK**

The Police Authority is responsible for agreeing the financial policy framework and budget. In terms of financial planning, the key elements are:

- the annual Local Policing Plan and Three Year Strategic Plan
- the Financial Strategy
- the Revenue Budget
- the Capital Programme
- General and Earmarked Reserves

### **3.2 PREPARATION OF THE POLICING PLAN**

The Chief Constable is responsible for proposing the policing plan to the Police Authority for approval. This must contain:

- the ministerial priorities set by the Home Secretary
- local priorities, after consultation with the public
- performance targets, linked to the above priorities
- efficiency and productivity targets

### **3.3 BUDGETING**

#### **Budget format**

The general format of the revenue budget and capital programme proposed by the Chief Constable on the advice of the Assistant Director (Resources), will be approved by the Chief Executive / Treasurer, subject to any directions by the Police Authority. The draft budget should include the sums allocated to different services and projects, proposed precept levels and contingency and reserve funds.

#### **Budget & Capital Programme Preparation**

The Chief Executive / Treasurer is responsible for ensuring that the overall annual revenue budget and capital programme prepared by the Chief Constable accords with statutory requirements, before it is presented for approval by the Police Authority.

The Chief Constable in consultation with the Assistant Director (Resources) is responsible for issuing guidance on the general content of the budget, as soon as possible following its approval by the Police Authority.

It is the responsibility of the Chief Constable in conjunction with the Assistant Director (Resources) to ensure that the revenue budget and capital programme proposals reflect the priorities outlined in the Local Policing Plan and to ensure that any new investment is appraised for an appropriate return on investment.

The Chief Executive / Treasurer is responsible, in conjunction with the Assistant Director (Resources), for ensuring the estimates contained within the budget are realistic and prudent.

### **Preparation of Three-Year Revenue Forecast**

The Chief Constable is responsible for proposing the three year revenue forecast for medium-term financial planning to the Police Authority for approval. This must contain: -

- details of the strategic direction of the force
- proposals for changes to levels of existing services, nationally or locally imposed.
- known commitments
- impact on the revenue budget and precept.

### **Budget Monitoring & Control**

The Assistant Director (Resources) is responsible for providing appropriate financial information to the Police Authority to enable both revenue budgets and the capital programme to be monitored effectively.

It is the Chief Constable's responsibility to ensure that income and expenditure is properly monitored and controlled and take appropriate action to avoid deviations from the budget and capital programme allocations, alerting the Chief Executive / Treasurer to any significant deviations that may arise.

Budget provision created from underspending in the financial year can be carried forward subject to the restrictions below:

- the force not overspending as a whole
- the carry forward level not exceeding 1.5% of the original notified budget
- proposals for the use of underspendings are in accordance with stated aims and objectives.

Any divisional overspending will be carried forward in full except in exceptional circumstances as determined by the Assistant Director (Resources).

The procedure for approving capital expenditure proposals is detailed in the financial instructions.

It is the responsibility of the Chief Executive / Treasurer to control the Authority's element of the budget.

### **Variations To Approved Budgets**

The Police Authority is responsible for approving procedures for agreeing increases or reductions to overall approved budgets and for determining the circumstances in which a decision will be deemed to be contrary to the budget or policy framework.

### **Out-turn Reporting**

The Chief Constable shall, in conjunction with the Assistant Director (Resources), report on the outturn of income & expenditure to the Police Authority as soon as practicable after the end of the financial year.

### **Efficiency and Productivity Targets**

The Chief Constable is required to include details of the efficiency and productivity targets with the Annual Policing Plan. A quarterly report shall be presented, plus an end of year report annually, to the Police Authority.

### **Budget Preparation Guidelines**

Guidelines on budget preparation are issued by the Assistant Director (Resources). The guidelines will take account of:

- legal requirements
- the medium-term financial forecast
- Local Policing Plan/ Policing Strategy
- the operational requirements of the Chief Constable
- spending pressures and efficiency plans
- other relevant government guidelines
- other internal policy documents

### **Maintenance of reserves**

It is the responsibility of the Chief Executive / Treasurer to advise the Police Authority on the level of prudent reserves that the Authority should maintain in accordance with the CIPFA LAAP Bulletin 55, 2003, as referred to by the SORP.

## **4 RISK MANAGEMENT & CONTROL OF RESOURCES**

### **4.1 INTRODUCTION**

It is essential that robust, integrated systems are developed and maintained for identifying and evaluating all significant risks to the Force and Authority. This should include the proactive participation of all those associated with planning and delivering policing services.

### **4.2 RISK MANAGEMENT**

The Police Authority, taking account of advice from the Chief Executive / Treasurer, is responsible for approving the general arrangements for risk management and insurance. The Chief Constable is responsible for implementing and developing the risk management strategy and for promoting a culture of risk awareness throughout the Force, including the identification of business continuity plans in the event of an unexpected disaster.

### **4.3 INTERNAL CONTROL**

Internal control refers to the systems of control devised by management to help ensure that the Police Authority's objectives are achieved in a manner that promotes economical, efficient and effective use of resources and that its assets and interests are safeguarded.

The Chief Executive / Treasurer, in conjunction with the Assistant Director (Resources), is responsible for advising on and ensuring systems of internal control are effective. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice. They should ensure that public funds are properly safeguarded and used economically, efficiently, and in accordance with the statutory and other authorities that govern their use.

It is the responsibility of the Chief Constable, with advice from the Assistant Director (Resources), to establish sound arrangements to achieve continuous improvement, economy, efficiency and effectiveness and for achieving financial performance targets.

The Chief Constable and the Chief Executive / Treasurer will conduct a review at least once a year of the effectiveness of the system of internal control and will include an Annual Governance Statement, prepared in accordance with proper practices, in the Annual Statement of Accounts.

### **4.4 AUDIT REQUIREMENTS**

The Accounts and Audit Regulations 2003 require the Police Authority, to maintain an adequate and effective internal audit function that primarily provides an independent and objective opinion to the organisation on the degree to which the internal control environment supports and promotes the achievement of the organisation's objectives. It objectively examines,

evaluates and reports on the adequacy of internal control as a contribution to the proper, economic and efficient use of resources.

The Audit Commission is responsible for appointing external auditors to the Authority. The basic duties of the external auditor are governed by section 15 of the Local Government Finance Act 1982, as amended by section 5 of the Audit Commission Act 1998.

The Police Authority will, from time to time, be subject to audit, inspection or investigation by external bodies such as the Audit Commission, HMIC and HM Revenue and Customs, who have statutory rights of access to all documents, facilities and information necessary for audit and inspection purposes.

The Audit and Business Assurance Committee under the Chairmanship of an Authority member other than the Chairman of the Police Authority has the responsibility for ensuring that the Police Authority and Force follow the necessary regulations regarding audit and other statutory inspections.

#### **4.5 INTERNAL AUDIT**

The Authority, on the advice of the Chief Executive / Treasurer, shall maintain or procure an adequate and effective internal audit of the activities of the Authority.

The Chief Executive / Treasurer or their representative, including an internal auditor acting on behalf of the Authority, shall:

- have authority to enter at all times on any premises or land used by the Authority and to have access to all correspondence, documents, books or other records of any employee of the Authority or the Chief Constable and appertaining in any way to the activities of the Authority
- be entitled to require any explanation considered necessary to establish the correctness of any matter under examination, and
- have the authority to require any employee of the Authority or the Chief Constable to produce cash, stores or other Authority property under his / her control.

In procuring internal audit, the Authority shall have regard to the CIPFA Code of Practice for Internal Audit in Local Government.

The Chief Executive / Treasurer shall be notified immediately by the Chief Constable, through the Assistant Director (Resources), of all financial irregularities or suspected irregularities, or any circumstances which may suggest the possibility of irregularities in the exercise of any of the Police Authority's functions, and should be notified in writing of the results of any police investigation.

Each budget holder shall take steps to minimise the risk of financial irregularities occurring.

#### **4.6 PREVENTING FRAUD AND CORRUPTION**

The Chief Constable has responsibility for the development and maintenance of an Anti-Fraud and Anti Corruption strategy which applies to the Force and the Authority. That strategy is designed to prevent and detect fraud and corruption and identify a clear pathway for investigation and remedial action. It is based on a series of inter related procedures covering culture, prevention, internal control system and training on detection and investigation.

Police Authority Members are required to operate within Section 117 of the Local Government Act 1972, which requires declaration of any pecuniary interests in contracts and prohibits the acceptance of fees or rewards, other than by means of proper remuneration. Members are also required to operate within current organisational rules and regulations, including Bedfordshire Police Authority Standing Orders and the Local Code of Conduct. These matters are specifically brought to the attention of Members at an induction course and in the induction pack and include the declaration and registration of any potential areas of conflict between Members' Bedfordshire Police Authority duties and responsibilities and any other areas of their personal or professional lives.

Where financial irregularity is suspected or discovered, the Chief Constable is, through the Assistant Director (Resources), to notify the Chief Executive / Treasurer (who will notify the Head of Internal Audit) immediately.

#### **4.7 ASSETS**

The Chief Executive / Treasurer will ensure that the Chief Constable keeps proper records of the Authority's assets and that they are properly maintained and securely held. The Chief Constable will also ensure that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.

##### **Control of stock / Inventory**

The Supplies Department will control the issue of personal issue items, such as uniforms by the maintaining of kit lists that will detail items both issued to, and returned by, police officers and members of the police staff. The issue of vehicle parts (tyres, filters etc) must be recorded on the Force's "Tranman" fleet management system.

To achieve control and security over the purchase of small non-electronic assets, individual departments are required to maintain inventory lists for audit inspection which detail location, value and current holder.

Electronic devices such as, Blackberries, laptop PCs and desktop PCs are to be listed on an asset register held by the IT/Communications department.

#### **4.8 TREASURY MANAGEMENT & BANKING**

The Police Authority has adopted the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice. Accordingly, the Police Authority will maintain effective treasury management as follows:

- A Treasury Management Policy Statement, stating the policies and objectives of its treasury management activities will be developed and maintained.
- Suitable Treasury Management Practices (TMPs), setting out the manner in which the Police Authority will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities have been agreed by the Police Authority.

The Police Authority will receive an annual report from the Chief Constable on the activities of the treasury management operation.

The Police Authority will ensure proper implementation and monitoring of its treasury management policies and practices. Responsibility for the execution and administration of the treasury management decisions is delegated by the Chief Executive / Treasurer, to the Assistant Director (Resources), who will act in accordance with the Policy Statement, TMPs, CIPFA's Prudential Code for Capital Finance in Local Authorities and CIPFA's Standard of Professional Practice for Treasury Management.

The Assistant Director (Resources) will ensure that the Chief Executive / Treasurer is informed when any bank accounts are opened or closed.

## **5 FINANCIAL SYSTEMS & PROCEDURES**

### **5.1 INTRODUCTION**

Sound systems and procedures are essential to an effective framework of accountability and control.

#### **General**

The Chief Executive / Treasurer is responsible for approving the Police Authority's accounting systems, the form of accounts and the supporting financial records. The Chief Constable through the Assistant Director (Resources) is responsible for operating the Police Authority's accounting systems. Significant changes made by the Chief Constable to the existing financial systems or the establishment of new financial systems must be after consultation with the Chief Executive / Treasurer.

The Chief Constable should ensure that Police Staff and Police Officers receive relevant financial training that has been approved by the Assistant Director (Resources).

The Chief Constable must ensure that, where appropriate, computer and other systems are registered in accordance with data protection legislation. The Chief Constable must ensure that police staff and police officers are aware of their responsibilities under data protection and freedom of information legislation.

### **5.2 Income and expenditure**

The Chief Constable is responsible for ensuring that there are proper procedures in place to ensure that all income due is collected, banked and accounted for.

The Chief Constable must ensure that fees and charges for goods and services are reviewed at least annually and the Authority is advised of variations.

All outstanding income will be pursued until it is determined as economic to pursue, at which time arrangements will be made to write it off. The Police Authority is responsible for approving procedures for writing off debts as part of the overall control framework of accountability and control.

Annual Bad debts can be authorised by the following personnel up to the limits in the table:

	£	Authorising Officer
Up to	5,000	Assistant Director (Resources)
Up to	15,000	Assistant Director (Resources) and Chief Executive / Treasurer
Above	15,000	Police Authority

Debt write off over £15,000 will be subject to a separate report to the Finance Committee for recommendation to the Authority that the write off should be approved. The report will cover reasons for the proposed bad debt write off.

### **5.3 Payments to Members and employees**

The Chief Constable through the Assistant Director (Resources) is responsible for all payments of salaries and wages to all employees, including payments for overtime and allowances.

The Chief Executive / Treasurer is responsible for payment of allowances, salaries and wages to all Police Authority Members and Officers.

### **5.4 Taxation**

The Chief Executive / Treasurer, in conjunction with the Assistant Director (Resources) is responsible for advising the Chief Constable, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues that affect the Police Authority.

The Chief Constable through the Assistant Director (Resources) is responsible for maintaining the Police Authority's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

### **5.5 Ordering & Paying For Work, Goods and Services**

All orders for the supply of Work, Goods and Services must comply with the applicable process set out in the Authority's Contract Standing Orders.

Individual external purchases shall be fully compliant with the financial instructions relating to ordering and processing of goods and services. .

An Official Purchase Order must be issued prior to any Works, Goods or Services being supplied with the exception of where such Works, Goods or Services are being purchased via the Government Procurement Card (GPC).

## **6 EXTERNAL ARRANGEMENTS & PARTNERSHIPS**

### **6.1 Introduction**

The Police Authority and the Chief Constable provide a distinctive leadership role within the community to make Bedfordshire safer through the most effective and efficient delivery of the right police services for the area. This role is enhanced through a variety of external arrangements.

#### **Partnerships / Collaborations**

Where Bedfordshire Police Authority is the lead partner the Police Authority's financial regulations and standing orders apply.

The Chief Executive / Treasurer and Assistant Director (Resources) are responsible for promoting the same high standards of conduct with regard to financial administration in partnerships that involve the Police Authority and the Force.

The Chief Executive / Treasurer and Assistant Director (Resources) must ensure that the accounting arrangements to be adopted relating to partnerships and joint ventures are satisfactory. Consideration must also be given, in consultation with the Chief Constable and the Chief Executive / Treasurer, to the overall corporate governance arrangements and legal issues when arranging contracts with external bodies. The Chief Executive / Treasurer must ensure that the risks have been fully appraised before agreements are entered into with external bodies.

The Chief Constable is responsible for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies.

All collaborations should be covered by collaboration agreements, as legally required under section 23 of 1996 Police Act, and will include governance arrangements, particularly where an individual Police Authority delegates their responsibility to another body. All collaboration agreements will be presented to the Police Authority for approval.

### **6.2 Gifts, Loans & Sponsorship**

The Assistant Director (Resources) is responsible for ensuring that all gifts of money, gifts or loans of other property, including sponsorship, which are received by Bedfordshire Police Force, its officers or staff, are properly recorded in the Authority's accounts.

The Chief Constable may accept gifts, loans and sponsorship on behalf of Bedfordshire Police from any source, which has genuine and well-intentioned reasons for wishing to support specific police projects. In return the provider may expect some publicity or other acknowledgement, such as displaying an organisations name or logo. This is acceptable provided that it does not dominate or detract from the purpose of the supported project.

Gifts and loans and sponsorship should not be accepted where there is a risk of offending the integrity or propriety of the police.

Priority shall be given to meeting the needs of the Force rather than those of any sponsor and care should be taken to avoid associations with inappropriate sponsors, giving the impression that sponsors have accrued a commercial advantage, entering into projects of dubious or limited benefit and allowing unacceptable conditions to be attached to sponsorships.

The total value of gifts, loans and sponsorship accepted should not exceed a maximum equivalent value of 1% of the Force annual Net Budget Requirement. The Chief Executive / Treasurer must ensure that the Police Authority maintains a register which records all gifts of money, gifts or loans of other property, including sponsorship, which is received by either its members or its staff.

### **6.3 External Funding**

The Chief Constable, through the Assistant Director (Resources), is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the Police Authority's accounts.

### **6.4 Work For Third Parties**

The Chief Constable is responsible for approving the contractual arrangements for any work for third parties or external bodies, including the identification of all risks related to that work.

### **6.5 Intellectual Property Rights**

Where Bedfordshire Police Authority is the sole owner or part owner of Intellectual Property Rights the Police Authority's financial regulations and standing orders apply.

The Chief Executive / Treasurer and Assistant Director (Resources) must ensure that the accounting arrangements to be adopted relating to Intellectual Property Rights are satisfactory.

**FINANCIAL INSTRUCTIONS**

These Financial Regulations require that Financial Instructions (to be drawn up jointly by the Chief Executive/Treasurer and Chief Constable) shall be issued to cover in more detail the following issues: -

Financial Management  
Payments  
Payrolls  
Pensions  
Imprest Accounts  
Collection of Income  
Write Off Procedures  
Contracting Procedures  
Treasury Management  
Leasing  
Insurance  
Inventories and Security  
Voluntary and Unofficial Funds  
Insurance  
Sponsorship  
Procurement Cards  
Ex Gratia Payments

## **STANDARDS COMMITTEE**

**28 May 2008**

### **PRESENT**

Mrs K Johnson (In the Chair)

Mr G Billett, Mr P Conniff, Mr J Jones, and Mr R Saleem

An apology for absence was received from Mr P Hollick

### **08/st/8 CHAIRPERSON**

It was noted that the Authority had appointed Mrs Kathy Johnson as Chairman of the Committee until the Annual Meeting of the Authority in 2009.

### **08/st/9 MINUTES**

The minutes of the meeting held on 19 March 2008 were confirmed.

### **08/st/10 MATTERS ARISING**

#### **08/st/6 – Local Assessment**

The Clerk confirmed that the Authority had approved the appointment of an additional Lay Independent Member to replace the vacancy that will arise on the Standards Committee when Magistrates cease to be Members of the Authority. It was anticipated that an appointment would be made from those candidates interviewed in the recent recruitment process for Lay Independent Members

#### **08/st/7 Review of the Members Allowance Scheme**

The Chair of the Authority mentioned that the recommendations arising from Independent Review of Members Allowances was due to be published in July. There was a general discussion around the Committee's role in the process for determining the changes to the Members Allowance Scheme. Members considered that the Committee's primary role would be to look at the proposed changes from a public perspective. Given that this would be an extension to its role in monitoring the operation of the scheme the Clerk advised that the approval of the Authority would need to be sought. Should the Authority support this proposal the Committee agreed that it would change its meeting scheduled for 21 October to 7<sup>th</sup> October. This would then be able to enable its views to be incorporated into the report to be submitted to the Police Authority on 24 October seeking approval to a revised scheme.

## **RECOMMENDED**

**That the Authority approve an extension of the role of the Standards Committee to enable the Committee to provide advice on the public perspective of any changes proposed to the current Members Allowance Scheme which arise from the recommendations of the Independent Review.**

### **08/st/11      DECLARATIONS OF INTEREST**

There were no declarations of personal or prejudicial interests from Members.

### **08/st/12      LOCAL ASSESSMENT OF COMPLAINTS AGAINST MEMBERS**

The report of the Clerk was submitted about the action necessary to implement the provisions regarding local assessment in the Local Government and Public Involvement in Health Act 2007.

Members were reminded that at its last meeting on 19 March 2008, the Committee gave preliminary consideration to the approach that should be adopted to the arrangements for local assessment of complaints and, in particular, considered a checklist of items that had been developed by the Standards Board for England. Since that meeting on 8<sup>th</sup> May 2008 the Standard Committee (England) Regulations 2008 came into force enabling a local assessment of allegations about the conduct of members. This meant that the standards committee would now be responsible for receiving complaints about members of the Authority and deciding whether any action should be taken. This is referred to as local assessment. If any action was to be taken then there would be an investigation, which was referred to as local investigation. Following the investigation there will be a hearing by the Standards Committee leading to a decision on whether the complaint should be upheld and any sanction imposed. This is referred to as local determination.

A copy of the guidance issued by the Standards Board for England entitled "Local Assessment of Complaints", which describes the local assessment process was appended to the report.

At its last meeting the Committee had already agreed to establish two sub-committees to carry out the local assessment of complaints. The Assessment Sub-committee will comprise two lay members and one member of the Police Authority. The Review Sub-committee will comprise one lay member and two members of the Police Authority. Under the Regulations both these sub-committees must be chaired by a lay member.

The Committee was required to establish some criteria for the assessment of complaints and the Clerks report set out following criteria for consideration :

- a. On the face of it, is the complaint about a breach of the Code of Conduct?

- b. Would investigation serve any useful purpose?
- c. Would an alternative course of action provide a more effective resolution to the matter? Is there scope for mediation, conciliation or brokering an apology?
- d. Is the case suitable for local assessment or should it be referred to the Standards Board for England?

Having discussed the criteria the Committee considered that the criterion set out in b needed to be more positive about the outcome of an investigation and it was agreed that it be reworded. It was also considered that the criterion set out in c should be linked to the revised criterion at b. The Clerk was authorised to amend the criteria to give effect to this decision.

The report also advised of the process to be followed upon the receipt of a complaint by the Monitoring Officer. The first part of the process involved convening a meeting of the Assessment Sub-Committee to assess the complaint. A written summary of the complaint would be provided to the member who was the subject of the complaint, unless the complainant objected to this and the Assessment Sub Committee decided that to do so would be contrary to the public interest or would prejudice the investigation of the complaint.

The Assessment Sub-committee would be expected to complete its assessment of the complaint within 20 working days. The following courses of action are available to the Sub-committee:

- a. Decide that no action should be taken in respect of the complaint.
- b. Refer the complaint to the Monitoring Officer to take action other than carrying out an investigation (e.g. conciliation).
- c. Refer the complaint to the Monitoring Officer for investigation
- d. Refer the complaint to the Standards Board for England.

If the Assessment Sub-committee decided that no action should be taken in respect of a complaint, the complainant may ask for that decision to be reviewed. A complainant has thirty days in which to submit a written request for a review.

At this stage, a meeting of the Review Sub-committee would be convened to undertake a review of the initial assessment. The review must be completed within three months of the request for a review being received, but the Standards Board had recommended that reviews normally be completed within 20 working days. The Review Sub-committee should apply the same criteria as was used for the initial assessment.

In addition to this process the Standards Committee considered how it would

deal with anonymous complaints. Normally, it would not be appropriate for an anonymous complaint to be referred for investigation, however the Standards Board had suggested that it may be appropriate to take action where the complaint is accompanied by documentary or photographic evidence indicating an exceptionally serious or significant matter and the Committee agreed to this approach

Members were reminded that at the previous meeting the Committee determined that, where a complaint was referred for investigation, the adjudication would be undertaken by a sub-committee made up of lay members only. Mr Jones understood that the new regulations also required a Member of the Authority to sit on sub Committee and the Monitoring Officer would review the regulations on this point.

The new complaint process was to be publicised on the Authority's website and a press release will be issued after this meeting. An article would also be placed in the Authority's Annual Report which is published in September and circulated via local newspapers.

With regard to training it was noted that to date no further progress had been made for regional training. The Standards Board had placed a training package on its website but this did not specifically refer to Police Authorities. It was however considered that the package would be a useful reference guide and it was agreed that a hard copy would be circulated to all Members of the Committee. Mr Jones and Mr Billett mentioned that they would be attending the Annual Standards Committee conference in October and would take the opportunity to discuss joint training with other colleagues.

## **RESOLVED**

1. That the process detailed above for the assessment and review of complaints be approved.
2. That the criteria for assessment of a complaint as now revised and detailed above be adopted.

## COMMUNITY ENGAGEMENT COMMITTEE

18 June 2008

### PRESENT

Mrs. Colleen Atkins – Chair

Mrs. Penny Fletcher

Mrs. Sue Alexander

Mrs. Elaine Horrocks

Mr. Shahzad Choudhry

Mr. Victor Lee

### 08/CE/13 APOLOGIES

Apologies were received from Mrs. Rosie Gutteridge, Mr. Peter Conniff, Mr. Peter Hollick, Mrs. Sylvia Gillard and Mrs. Sue Alexander.

Apologies were also received from Chief Executive/Treasurer Mrs. Stephanie McMenamy and Mr. Chris Hartley, Head of Communications.

### 08/CE/14 RENEWAL OF PUBLIC RELATIONS CONTRACT

**The press and public were excluded from this part of the meeting on the grounds that the item to be discussed was confidential and involved the disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972. Papers were not sent to the press or made available to the public.**

Head of Policy and Strategic Development, Dr. Julie Wymer informed members on the progress on the Renewal of Public Relations Contract.

Five completed tenders had been received. These tenders were each evaluated on technical competence, quality and price by the Head of Procurement and the Head of Policy and Strategic Development.

The Evaluation Panel had met to consider short-listing for interview. As there had been a clear winner in terms of overall score at evaluation the panel unanimously agreed that there was no need to proceed to interviews.

The Evaluation Panel had recommended that:

1. Better Times Ltd. be awarded the Public Relations Contract for Bedfordshire Police Authority

2. That the decision of the panel be considered at the Community Engagement Committee meeting for approval at Police Authority in July 2008.

Members considered this report and agreed for the PR contract to be awarded to Better Times Ltd. to commence on 1 November 2008.

The Chair thanked the Head of Procurement and the Head of Policy and Strategic Development for their work on this matter.

**Recommended**

**That the Police Authority award the Public Relations Contract to Better Times Ltd. to commence on 1 November 2008.**

**08/CE/15 COMMUNICATION FROM THE CHAIR**

**Terms of Reference**

The Chair asked Members of the Committee to consider the Terms of Reference of the Community Engagement Committee. It was agreed that the Terms of Reference would be brought to the next meeting for review.

**08/CE/16 MINUTES**

The minutes of the meeting of the Community Engagement Committee held on 4 March 2008 were confirmed subject to the following amendment: 08/CE/11 Paragraph 2. Mrs. Horrocks commented on the consultation results stating that PCSOs were considered by respondents to be good value for money particularly in Luton. She suggested that work was required to determine if PCSOs did provide value for money and that this matter needed to be considered by the Police Authority and Force.

**08/CE/17 MATTERS ARISING**

**08/CE/05 Presentation of Consultation Results**

Ms. Elena Collins, Policy and Research Officer advised the committee that work had been carried out to determine why Luton residents had responded that PCSOs were better value for money than residents in Bedfordshire. The reason was found to be visibility. Luton is geographically, a relatively small, densely populated urban area compared to the rest of Bedfordshire, which is geographically much larger and consists of a small proportion of urban areas with the remainder being rural, therefore having a population that is more widely dispersed.

**08/CE/06 Neighbourhood Policing – Progress Report of the Chief Constable**

The Assistant Chief Constable, Mrs. Katherine Govier advised Members

that concerns raised regarding the maintenance of Neighbourhood Profiles had been taken to the Neighbourhood Policing Project Board and that a stream of work was to be carried out on this issue.

Mrs. Horrocks requested that the outcome of the National Campaign to raise awareness of Neighbourhood Policing in March be reported to the Committee.

The Assistant Chief Constable, Mrs. Katherine Govier informed Members that the outcome of the National Review on the duties and powers of PCSOs was awaiting publication.

**08/CE/06 Neighbourhood Policing – Force Level Performance Monitoring of Safer Neighbourhoods**

The Assistant Chief Constable advised that clarification on what PCSOs were doing whilst on patrol would be detailed in the Annual Activity Analysis Exercise on PCSOs. This report would include the Value for Money (VFM) aspect and be a baseline for future reviews.

**08/CE/06 Neighbourhood Policing - Update on Police Community Support Officers (PCSOs)**

Confident Communities Funding of PCSOs.

The Assistant Chief Constable advised Members that due to the reduction in length of the scheme from three years to one year as a consequence of Local Government restructuring in Bedfordshire, it had not been possible to reach agreement to satisfy the request to provide additional PCSO service to councils.

Dates of PCSO Forums had been provided to the former Chair as requested at the previous meeting.

**08/CE/11 Review of Internal Controls, Risk Management and Committee Effectiveness**

Mrs. Horrocks requested that the minutes be corrected with regard to a point she raised regarding Value for Money of PCSOs – please refer to 08/CE/16 above.

**08/CE/18 DECLARATIONS OF INTEREST**

Ms. Sallie Blair of Better Times Ltd. declared an interest in Item 10 of the agenda and agreed to leave the meeting before this item was discussed.

**08/CE/19 CONSULTATION**

Policy and Research Officer, Ms. Elena Collins submitted a report

supported by a presentation to Members of recent and forthcoming consultation and engagement activity being carried out by Bedfordshire Police Authority and partners throughout Bedfordshire and Luton.

Recent Consultation carried out and some key findings were:

#### **Council Tax Survey – March 2008**

This survey was attached to the Police Authority Council Tax leaflet that was distributed to all households in Luton and Bedfordshire.

Key findings were:

- 78% of respondents did not know how to directly contact their Safer Neighbourhood Teams.
- 45% of respondents did not know if their local policing teams were effective at tackling crime and anti-social behaviour.
- 69% of respondents were men over the age of 50.

Members are aware that the respondents of this survey traditionally reflect a particular segment of our communities.

#### **Non-UK Comparative Local Policing Survey – April 2008**

This survey was conducted to a) compare the results of the council tax survey with non-UK viewpoints on local policing and b) to test 'Facebook' as a medium for consultation. Responses came from several countries but were low.

It was suggested that a comparison with a similar family force would be more relevant for future consultation.

#### **Diversity Survey – May/June 2008**

This survey was conducted with Autism Bedfordshire, a local charity, and sought views from people with Attention-Deficit Hyperactivity Disorder (ADHD) and Autism Spectrum Disorder (ASD) about their experiences with the police and crime.

Main findings were that this group of people experienced the following:

- Bullying
- Manipulation into crime
- Theft of their personal possessions

Results of this survey will be taken to the Local Safeguarding Children Boards (LSCBs).

#### **Community Involvement and Volunteering Survey – May 2008**

This survey was attached to the Police Authority Spring Wraparound that was distributed to households in Bedfordshire and Luton through the free local Sunday newspaper. Response rate was low.

#### **Force Consultation by Division / District in Mid Bedfordshire.**

This consultation was a 'business as usual' exercise for Bedfordshire Police but they had now joined with partners to prevent duplication. This

practice of shared consultation would be carried out with partners throughout the whole of Bedfordshire and Luton.

**Bedsvoice Survey.**

Results of this survey will be presented at the next meeting.

**Forthcoming consultation included:**

Blue Light Citizens Panel Survey 2008

Mid Bedfordshire Youth Survey 2008

**Local Consultation by Force**

Bedfordshire Police had established local resident consultation events across Bedfordshire and Luton. It was agreed that Members of Police Authority should be involved in these consultation events. The Policy and Research Officer was to co-ordinate this.

**Review of Joint Community Engagement Strategy.**

Members agreed that the Joint Community Engagement Strategy needed to be reviewed. It was agreed that a working group be set up to take this work forward which would include members and officers of Bedfordshire Police Authority including Better Times and officers and staff of Bedfordshire Police.

**Future Reports on Consultation**

The Chair requested that all future reports on surveys/consultation should contain:

- Full details of each survey/consultation
- Complete analysis of results
- Costing of each survey/consultation
- Reason for the survey/consultation
- How the results of the survey/consultation were expected to be used
- Effectiveness of each survey/consultation
- That this information should be distributed in advance of each meeting

**Resolved**

1. **That the report and presentation be noted.**
2. **That Members of Police Authority be involved in consultation events throughout Bedfordshire and Luton.**
3. **That the Joint Community Engagement Strategy be reviewed.**
4. **That future reports on Consultation contain full details and are distributed to members in advance of each meeting.**

**08/CE/20 NEIGHBOURHOOD POLICING**

The Assistant Chief Constable (Territorial Policing) submitted a report to

Members of the progress in Neighbourhood Policing (NP) delivery.  
Highlights of the report were:

### **HMIC Update**

Significant progress had been noted by HMIC following their inspection of Neighbourhood Policing and Citizen Focus in April 2008.

These improvements included:

- Majority of teams resourced to establishment
  - Minimal abstractions
  - Evidence of communities being actively engaged
  - Problem solving taking place with partners
  - Marketing and publicity, internally and externally
  - NP is becoming core operational culture in Bedfordshire
- The final HMIC report is due in mid-July. A copy would be provided to Members before the next meeting.

### **Ongoing delivery**

The Force Neighbourhood Policing Board has agreed core priority areas for the ongoing imbedding and improvement of Neighbourhood Policing should be:

- Performance Framework
- Integration of National Intelligence Model (NIM) and Neighbourhood Policing
- Safer Neighbourhood Team (SNT) Data Capture
- Development of Neighbourhood Profiles

Quality Assurance through a self-assessment regime would be carried out to ensure day-to-day delivery continued to adhere to required standards and was consistent across the Force.

The Assistant Chief Constable advised members that work had begun on the New Force Communication Strategy.

It was expected that C Division would reach its establishment target by July 2008.

The Chair and Head of Policy and Strategic Development had recently attended a seminar on Neighbourhood Policing at NPIA and had been supplied with an APA publication on Neighbourhood Policing that would be distributed to Members of the Committee.

The Chair and Members congratulated the Assistant Chief Constable on the progress Bedfordshire Police had made in delivering Neighbourhood Policing.

### **Resolved**

**That the considerable progress made in the delivery of Neighbourhood Policing be noted.**

**08/CE/21 CITIZEN FOCUS**

The Assistant Chief Constable (Territorial Policing) submitted a report to the Committee to provide an update on recent HMIC Inspection of Citizen Focus and actions to deliver improvements to customer service.

**HMIC Inspection**

Following the inspection the Force had received a summary of findings which highlighted good work in the following areas:

- Appointment of a Citizen Focus command
- Workstreams in progress, particularly Service Improvement Group(SIG)
- Call backs to customers to assess quality of service
- Customer Service Managers in BCUs
- INFORM2 and Operation Swordfish for keeping customers informed and to give assurance
- Mystery callers

Developmental areas identified in the HMIC summary were being addressed through the newly established Citizen Focus Board and a Fundamental Review of Contact Management was to be conducted by the Force.

More detailed feedback would be provided by HMIC in July 2008 and an action plan relating to recommendations would be reported to future Community Engagement Committee meetings.

**Citizen Focus Consultation**

The Force conducted discussion groups in Bedfordshire and Luton to gain insight from victims and the general public.

Key satisfaction drivers from the discussion groups were:

- Communication
- Accessibility/ Neighbourhood based approach
- Caring approach
- Confidence in the Criminal Justice System
- Response times and delivery
- Resource usage
- Skills and competence
- Press coverage

Improvements in communication were being achieved with the appointment of the new Head of Communications.

The Citizen Focus Board was currently developing a Customer Service

Framework Improvement Plan.

**Resolved**

- 1. That the feedback from the HMIC Inspection of Citizen Focus be noted**
- 2. That the ongoing progress by the Force to deliver improvements to customer service be noted**

**08/CE/22 PARTNERSHIP WORKING**

Vice Chair of Bedfordshire Police Authority, Mrs. Penny Fletcher with portfolio for Partnerships presented a report on Partnership working that she and the Head of Policy and Strategic Development, Dr. Julie Wymer had been involved with.

The report detailed the work that had been carried out in the following areas:

- County-wide Responsible Authorities Group (RAG)
- Luton Community Safety Executive (CSE)
- Crown Prosecution Service
- Government Office – East of England (GoEast)
- County-Wide Assembly

Members endorsed the Luton Sustainable Community Strategy 2008 – 2026 that had been appended to the report.

The Chair expressed appreciation on behalf of the Committee for all the partnership work that Mrs. Fletcher was doing.

**Resolved**

- 1. That the Luton Sustainable Community Strategy 2008 –2026 be endorsed**
- 2. That the report be noted**

**08/CE/23 PUBLICATIONS**

Sallie Blair of Better Times Ltd. submitted a report to Members on Police Authority Communications and Publications.

**Recent Publications**

- Council Tax Leaflet
- Annual Policing Plan and Three Year Strategic Plan - Wraparound
- Annual Policing Plan and Three Year Strategic Plan – Summary Leaflet
- Member Leaflet updated

The Police Authority web-site had been updated with a 2.0 Website package. New photography and refreshed designs were to be incorporated.

### **Forthcoming Publications**

- Partner News
- Local Policing Summary

Mrs. Fletcher as Chair of Independent Custody Visitor (ICV) Panel advised that there was a requirement for publishing an Annual Report on Bedfordshire ICV Scheme. She hoped that this publication could be taken forward with some publicity to promote the good work of the scheme.

Members agreed that the Police updates and National News supplied by Better Times were very useful.

Members requested that information on their diaries regarding Police Authority matters might be distributed either with or in a similar way to the Chair's weekly roundup. It was suggested that this facility might be arranged on the website or by email. Dr. Wymer advised that this matter was being looked into but that it incurred additional cost as it was not part of the PR contract.

### **Resolved**

- 1. That a facility to keep Members updated with colleague's activities be developed.**
- 2. That the report be noted**

**08/CE/12** Meeting closed at 12.35pm

**AUDIT AND BUSINESS ASSURANCE COMMITTEE**

**10 June 2008**

**PRESENT**

Mrs E Horrocks (In the Chair)

Mr V Lee, Mr M Pantling, Mr R Saleem and Mr R Younger

Mr P Conniff also attended the meeting

Apologies for absence were received from Mr B Spurr and Mr M Farooq

**08/qu/12** **MINUTES**

The Minutes of the meeting of the Committee held on 18 March 2008 were confirmed subject to the word expected in Minute No 8/qu/6 being replaced with the word 'accepted' and the word 'around' being inserted after the word 'progress' in the second sentence of the second paragraph in Minute No. 08/qu/9.

**08/qu/13** **MATTERS ARISING**

**Minute 08/qu/2 – Matters Arising- Internal Audit Plan 2007/08 – progress**

The Chief Executive/Treasurer advised that the Force Executive had considered the initial report by Bentley Jennison setting out some advice on management practice but had considered that this area was sufficiently developed and would not benefit from a review by a consultant. However, the Human Resources Committee at its last meeting had required some assurance that the level of resources being placed into Learning and Development would have the desired effect in improving performance and Bentley Jennison would be undertaking a piece of work to develop a Return on Investment (ROI) Model for the training activities within the Force.

### **Minute 08/qu/6 - Internal Audit Plan 2007/08 – Progress**

The Assistant Director (Resources) advised that at the next meeting of the Finance Committee the 2008/09 budget monitoring report would incorporate details about the current levels of overtime expenditure. He mentioned that current data indicated that the implementation of the Major Crime Unit had reduced the level of overtime as abstractions from the divisions was now minimal. He considered that achieving consistency across the divisions in recording overtime would reduce expenditure even further.

The Chair of the Authority added that out of those projects that had received a grant from the Home Office Demonstrator site fund the Beds and Herts Major Crime Unit was seen to be the most successful.

### **Minute 08/qu/7 Internal Audit – Progress On Previously Agreed Recommendations**

The Chief Executive/Treasurer advised that the Deputy Chief Constable had given his assurance that the Business Continuity Plan would be completed in October 2008 and that the responsibility for its implementation would be passed to the new Assistant Chief Constable

### **Minute 08/qu/11 Risk Management – Progress Report**

The Committee noted that to date no information had been received from the Home Office on whether or not the Authority's budget for 2008/09 would be capped. The Chief Executive/Treasurer mentioned that such announcements had normally been made before the parliament summer recess.

### **08/qu/14 DECLARATIONS OF INTEREST**

There were no declarations of personal or prejudicial interests from Members.

### **08/qu/15 PROGRESS OF THE 2007/08 EXTERNAL AUDIT PLAN**

The Committee noted the report of the External Auditor on progress being made in 2007/08 Audit Plan. Members noted that the work on data quality was completed and would be incorporated into the Police Use of Resources (PURE) and Value for Money conclusion work. The draft scores for the PURE assessment would be known in mid July and this would be circulated to Members. The draft Value for Money conclusion would be reported to the next meeting as part of the Annual Governance report.

A copy of the finalised 2008/09 plan was also included in the External Auditor's report. Ms Hanson, the External Auditor, highlighted that the fee for the 2008/09 had been fixed at £72,460 which was an increase on the planned fee for 2007/08 of £70,500. The main area where the increase had been made was in the use of resources assessment where the Audit Commission had approved a new approach which would focus on outcomes and impact rather than processes. The detailed criteria was still being produced and Ms Hanson would provide Members with the detail when available. The Chief Executive/ Treasurer hoped that the new criteria would provide an opportunity to incorporate some local priorities into the assessment.

The Audit Plan also set out the following three key risks for the Authority in 2008/09 and the planned work to address the risk.

- Major Restructuring of Force Directorates and the capacity to deliver strategic objectives
- Greyfriars Police Station Relocation and the need ensure Value for money from the move
- Potential capping of the Authority's budget for 2008/09 and deterioration of financial standing.

In noting the risks there was a general discussion on the progress of the Bedford Town Centre redevelopment and the replacement premises for Greyfriars Police Station. The Chair of the Authority was concerned that there seemed to be very little dialogue with the developer and should the development not go ahead the current custody provision in Bedford would not be fit for purpose. The Chief Executive/Treasurer advised that a meeting was due to be held later that week with the Bedford Borough Council to obtain a better understanding of the timescales and cost implications associated with the development and would ensure that the Chair's concern was conveyed at the meeting. The Assistant Director (Resources) mentioned that the Finance Committee received an update on the progress of the development at each meeting and the Committee was happy with this approach in keeping Members informed.

On VFM issues it was suggested that there could be some savings in the utility costs if solar panels were installed in the Authority's buildings. The Assistant Director (Resources) mentioned that the Force had undertaken an exercise to better understand the costs of utilities and would ensure that the Head of Estates look into the Committee's suggestion.

## **RESOLVED**

That progress in delivering the 2007/08 and 2008/09 Audit Plan be noted.

### **08/qu/16 REPORTS OF THE INTERNAL AUDITOR**

#### **(a) INTERNAL AUDIT PLAN – 2007/08**

Ms Suzanne Lane from Bentley Jennison, the Authority's Internal Auditors, presented a report on the progress made so far in undertaking the Internal Audit 's planned for 2007/08.

Appended to the report was the Executive Summary of the Follow Up review which had been finalised since that last meeting of the Committee.

The audits that had been considered as part of the Follow Up Review included

- Health and Safety
- Divisional Review
- HR Training
- Performance Management
- Covert Human Intelligence Source Payments
- Complaints
- Procurement
- Information Security Management
- Follow Up 06/07
- Seized/lost property

The 58 recommendations considered in this review comprised 0 fundamental 22 significant and 36 merits attention. With over 54% of the recommendations implemented the Auditors had concluded that reasonable progress had been made.

The action plan arising from the follow up review was appended to the report and HR Training and Procurement were the two areas that had recommendations outstanding.

The Assistant Director (Resources) assured Members that whilst the implementation date for HR Training had been described in the action plan as ongoing many of the short-term solutions were complete. However, in the longer term, the implementation of a Human Capital Management System was still being investigated and once costed the Finance Committee would need to approve the expenditure.

It was noted that the follow up to the audit on seized and lost property had not taken place due to the lack of availability of

appropriate staff and given that there was only 1 significant recommendation arising from the audit it was agreed that the follow up would take place as part of the 08/09 Audit Plan.

At the last meeting Members were reminded that a briefing note had been circulated which provided reassurance that the risks associated with the delayed implementation of the audit recommendations on Firearms Licensing Follow Up had been minimal and that the recommendations were now complete. Members asked that this assurance be recirculated.

### **(b) INTERNAL AUDIT – ANNUAL REPORT 2007/2008**

The Committee considered a summary of the Annual Internal Audit Report for 2007/08

The report highlighted the Audit approach undertaken, for each of the 16 new areas which had been reviewed together with the number of recommendations issued in each category (fundamental, significant and merits attention) and the overall Audit opinion. Members noted that 10 audits had been issued with substantial level of assurance, 3 had been issued with adequate assurance and 3 with limited assurance. No fundamental recommendations had been issued as a result of the audits. In relation to Follow Up reviews little progress had been made in implementing the recommendation from the firearms licensing Audit which had now been addressed. However the 2007/08 Follow Up Review demonstrated that overall reasonable progress had been made in implementing the findings of the Audits undertaken so far in the Audit plan

The report also included some benchmarking data which showed the Authority's performance for 2007/08 compared to 2006/07. Data comparing the Authority with the Internal Auditors other police Authority and local government clients for the year 2006/07 were also included in the report. The data indicated that Bedfordshire's Performance was similar to that of other Authorities.

The overall Internal Audit opinion as set in the Auditors report was as follows

'We are satisfied that sufficient internal audit work has been undertaken to allow us to draw a reasonable conclusion as to the adequacy and effectiveness of Bedfordshire Police Authority's risk management, control and governance processes. In our Opinion, for 12 months ended 31 March 2008 Bedfordshire Police Authority has adequate and effective risk management, control and governance processes in place to manage the achievement of the Authority's objectives.'

In reaching this opinion the Internal Auditors had taken the following factors into consideration:

- The Authority and the Force had continued to enhance their Risk Management and Governance arrangements
- All except four reports had resulted in positive assurance levels. The reports provided with a negative assurance were Business Continuity and Disaster recovery, HR Recruitment , communications and Firearms licensing follow up
- The 'follow up' Review indicated that management had made reasonable progress in implementing recommendations raised by the Internal Auditors in the previous year internal audit reports.

The Auditor's were satisfied that the overall opinion could be used by the Authority in the preparation of the Annual Governance Statement.

## **RESOLVED**

1. That the progress on the 2007/08 plan be noted.
2. That Internal Audit Annual report for 2007/08 be noted and in so doing the Police Authority be assured that adequate and effective risk management control and governance processes were in place to manage the achievement of the organisations objectives
3. That the Statement of Assurance detailed in the Annual report be used by the Authority in the preparation of the Annual Governance Statement.

**08/qu/17**

## **INTERNAL AUDIT – PROGRESS ON PREVIOUSLY AGREED RECOMMENDATIONS**

The Chief Constable and Chief Executive/Treasurer submitted a progress report on implementation of the fundamental and significant recommendations arising from the Audits undertaken by Bentley Jennison, the Internal Auditors, during 2006/07 and so far in 2007/08.

Bentley Jennison had not issued any reports that included fundamental recommendations however there had been 11 audits, that had significant recommendations, these being:

- Risk Management 2006/07;
- Training 2006/07;

- Firearms Licensing
- Procurement 2006/07;
- Business Continuity Plan 2007/08;
- Communications (Internal) 2007/08 and
- Divisional Reviews
- Procurement Cards
- Victim and Witness Care
- Governance
- Follow Up Audit 2006/07

The Committee noted that out of 18 outstanding recommendations, 2 were complete, 9 remained outstanding and 7 had not yet reached their implementation date.

### **RESOLVED**

That the report be noted

08/qu/18

### **REVIEW OF THE ACCOUNTING POLICIES AND ANNUAL GOVERNANCE STATEMENT**

The report of the Chief Executive/Treasurer was submitted which provided details of the proposed Accounting Policies to be used in compiling the 2007/08 Statement of Accounts. The accounting policies used by the Authority in compiling the Statement of Accounts were in accordance with CIPFA's 2007 Statement of Recommended Practice (SORP) and the appropriate accounting conventions.

The report made particular reference to changes in the policies for measurement of fixed assets, financial instruments and minimum Revenue provision( MRP). With regard to the MRP the report highlighted that the previous statutory requirement for MRP was that the Authority had to include within its Income and Expenditure Account a charge equivalent to 4% of its Capital Financing Requirement (CFR). The SORP required individual Authority's to determine its own MRP and that this had to be agreed by the Authority.

The statutory guidance provided for four options to be used of which two were very similar to the current methodology for MRP and the other two more linked to depreciation and asset life. Having assessed all options, the option that was more appropriate to this Authority required the Authority to continue to use a figure of 4% for its MRP calculation, although this would need to be revisited as and when additional borrowing is incurred for the replacement of Greyfriars police station.

Members were also informed that Under the CIPFA/SOLACE

framework 'Delivering Good Governance in Local Government' the Authority was now required to have an agreed Code on Corporate Governance and for this to be reviewed at least annually through the production of an Annual Governance Statement. The new framework had only recently been introduced into Local Government but had been effective from 1 April 2007 and therefore the Authority need to have in place both a Code on Corporate Governance that has been agreed by the Authority and an approved Annual Governance Statement and these were appended to the report for consideration .

In discussing the Statement the Assistant Director (Resources) drew Members attention to the areas of weakness that had been highlighted during the review of internal systems and these were tackling serious and organised criminality, protecting vulnerable people and training. The action plan for addressing these issues would be reported to a future meeting.

Members considered that the statement did not provide sufficient emphasis on the work the Authority was doing to better engage with its partners and the Assistant Director (Resources) would ensure that this would be reflected in the final statement.

The Chair of the committee mentioned that the Authority would need to be cognizant of the introduction of the International Financial Reporting Standards (IFRS) be adopted in the central government and health sectors from the 2008-09 financial year. It was understood that these would be applicable to the Force in 2010/11.

## **RESOLVED**

1. That the proposed accounting policies, detailed in the report now submitted , be endorsed for use in the compiling the 2007/08 Statement of Accounts
2. That the Code on Corporate Governance be approved
3. That subject to the amendment identified above the draft Annual Governance Statement be approved for inclusion with the 2007/08 Statement of Accounts.
4. That the Authority continues to use a figure of 4% for its MRP calculation.

## **08/qu/19 REVIEW OF THE EFFECTIVENESS OF INTERNAL AND EXTERNAL AUDIT**

The Committee considered the report of the Chief

Executive/Treasurer, on the outcome of a review of the effectiveness of the Internal and external Auditors.

Overall the assessment indicated that the services being provided by the internal Auditor were of a good standard. It was suggested that Internal Auditor's future report include more emphasis on Value for Money issues and this would be discussed further with Bentley Jennison how this might be achieved.

With regard to the external auditors performance was considered to be at an acceptable level based upon experiences in 2007/08 around the PURE process. The level of fees charged by the Audit Commission for this statutory service was still an area of concern for the Authority in terms of receiving value for money from the external audit function.

### **RESOLVED**

1. That the Committee endorse the Chief Executive's/Treasurer's assessment of the effectiveness of the internal and external audit functions and the proposed areas for improvement.
2. That the Chief Executive's/Treasurer's formally writes to both parties with the findings of the review.

### **08/qu/20 RESOLVED**

That the press and public be excluded from the meeting during the discussion of the following item on the grounds that it is confidential and may involve the disclosure of exempt information as defined in paragraph 7 of part 1 of Schedule 12A to the Local Government.

### **08/qu/21 RISK MANAGEMENT**

The joint report of the Chief Constable and Chief Executive/Treasurer was submitted on the implementation and management of the Authority's Risk Management process.

The report highlighted that since the last meeting the registers had been reviewed which had resulted in a change in the ranking of some risks and identification of some new risks

The report included the revised registers for significant strategic risks and both the Force and Authority operational risks.

The committee noted that the Risk Management Board were currently focusing on work being undertaken in 2 areas of risks

which were around lack of performance and shortage of Human Resources. An overview on the progress in these areas would be presented to the next meeting.

Members noted that there were to be changes to the grant allocation for 2008/09 in respect of Luton Airport which could impact upon the policing of the airport. The Chair of the Authority would be making a representation to the Home Office about the implications of the change in funding.

The Chief Executive/Treasurer advised that the Risk Awareness training for all Members would take place on 27<sup>th</sup> June 2008

### **RESOLVED**

That the amendments to the Risk Register be endorsed

**HUMAN RESOURCES COMMITTEE**

**1 July 2008**

**Present**

Mrs L Hockey (In the Chair)

Mr S Choudhry, Mr P Hollick, Mrs S Gillard, Mrs R Gutteridge, Mrs Horrocks Mr V Lee, and Mr J Wells and Mr R Younger

Mr Conniff and Mr B Spurr also attended the meeting

An apology for absence was received from Mrs S Alexander

**08/h/19 MINUTES**

The minutes of the meeting of the Committee held on 22 April 2008 were confirmed.

**08/h/20 MATTERS ARISING**

**08/h/12 Human Resources Annual Plan 2007/08 Progress Report**

Members noted that the Police Federation had lost the judicial review in respect of Home Secretary's decision not to backdate the Police Pay Award to 1<sup>st</sup> September 2007. The Police Federation was now discussing this year's pay round, which may include negotiations on a multi-year deal from 2008.

The Return on Investment Model would be presented to the next meeting of the Committee.

**08/h/16 Health and Safety Matters**

Members clarified that the minutes of the Health and Safety Executive meetings need only be circulated to the Authority's representatives on it who would then circulate any matters of concern to Members of the Committee.

**08/h/17 – HR Data Monitoring**

Peter Hollick, the lead Member for the Special Constabulary, agreed to forward to the Nigel Green, the Special Constabulary Co-ordinator,

Members offer of support to in any discussions that take place on the establishment of a staff association to represent the lower ranks in the Special Constabulary

**08/h/21 DECLARATIONS OF INTEREST**

There were no declarations of personal or prejudicial interests from Members.

**08/h/22 COMMUNICATIONS**

The Chair of the Committee advised that she would circulate to Members the key issues raised at a recent meeting of the Association of Police Authorities HR Policy Group

**08/h/23 HUMAN RESOURCE SERVICE ANNUAL PLAN 2008/09**

The report of the Chief Constable was submitted which set out a work programme for the HR Service Plan for 2008/09. The Assistant Director (People Services), reported that the Plan for 2008/09 had been restructured and was based around the 10 Performance Indicators used for the Investors in People standard.

The revised HR Service Plan for 2008/09 focused on the role People Services had to play as a key business partner aligned to the divisions to assist them with delivery of overall service improvements. Specific emphasis had also been placed on ensuring that the Force recruited to posts in a timely and effective manner, forecasted future vacancies and developed leadership capacity.

To facilitate these key priorities a revised HR model had been implemented with HR Business Partners and HR Advisers working closely with their divisions and reporting monthly to the People Services Management Group, where representatives of the rank of Superintendent and above attend. To assist recruitment a Workforce Planning Model had been implemented and was appended to the report for Members information.

The report also set out the monitoring and evaluation process for the plan and in addition to the processes outlined the Committee agreed that a summary of exception issues be submitted to each meeting.

Key to the success of the plan was the ability to deliver substantially improved performance and in recognition of this the Chief Constable had signed up to the Learning and Skills Council Skills Pledge. This

initiative encouraged employers to make a public and voluntary commitment to actively support all employees in learning and developing their skills.

The main comments in relation to the Plan were as follows

**(a) Recruitment**

Recruitment had been identified as a crucial link to the workforce planning model but was a considerable funding pressure for the Authority. Members agreed that at a future meeting the Committee would need to debate its current funding principles used for recruitment and should consider the advantages and disadvantages of moving towards a principle of over recruiting.

**(b) Leadership**

Some Members considered that the plan lacked specific actions to address the need to improve leadership skills amongst the Sergeant ranks and questioned the effectiveness of the PDR system in identifying potential leaders. In response the Director of Corporate Services mentioned that Bedfordshire was one of seven forces that had trialled a new selection and training process for sergeants. The success of this new process would mean that it would be rolled out across all Forces and would replace the OSPRE Part 2 examination process. In addition to this the People Services Department had developed a Leadership academy Model which was intended to be presented to the next meeting of the Committee. With regard to the PDR process he was confident that the system was robust. A staff survey had revealed that 96% of staff had completed a PDR within the past year. The PDR was a computer based system and he agreed to arrange a demonstration of it at the next meeting

**RESOLVED**

1. That the revised HR Plan for 2008/09 be endorsed and Members view and comments set out above be noted
2. That in order to monitor the progress of the 2008/09 HR Plan a summary of exception issues be submitted to each meeting.

**08/h/24 ABSENCE MANAGEMENT REPORT**

At the Committee's meeting on 5<sup>th</sup> February the Assistant Director

(People Services) had been asked to conduct a review of the top three performing police forces and the three police forces who had made the most significant progress. The findings of that review were detailed in a report for Members to consider.

The report advised that the Home Office and Health & Safety Executive had recently commissioned a joint review into the management of absence. The review was undertaken on seven police forces who had

- High, low and average absence rates for police officers and staff
- Improving or worsening absence rates
- Whether forces served predominantly rural or urban areas
- Size of force.
- Geographical spread across England and Wales.

Out of these seven police forces four had improved their management of absence considerably and three were reporting a worsening absence figure

The findings from the review were detailed in the report and where improvements had been seen Forces had introduced policies which accepted that ill health was unavoidable, recognised the importance of a culture where individuals felt valued and had suitable measures in place to encourage and support returning to work. They also placed the responsibility for managing absence with line managers and had introduced well-being initiatives and health promotion activities

A full list of all the differing initiatives was appended to the report. which demonstrated that a significant number of the initiatives used by those forces who had been able to improve their absence figures were already in place in Bedfordshire Police

In relation to Bedfordshire's absence management performance statistics for the end of 2007/08 showed an outturn figure of 5.2% for police officers, a reduction of 0.2% and 4.8% for police staff which exceeded the target of 5.0%. Whilst there had been some improvement in performance further time was required to assess the full impact of the absence management initiatives introduced in the Autumn of 2007

Research across the Force had however revealed that the application of the Managing Absence Policy was not consistent.

The report set out the actions that had been put in place to improve the procedures for managing absence which included further training for Managers, development of new well being initiatives and developing management information to help identify “hot spots” and individuals with high absence profiles to assist managers to take timely and effective action.

## **RESOLVED**

That the report be noted

### **08/h/25 HEALTH AND SAFETY MATTERS**

The Director of Corporate Services orally reported that the Health and Safety Executive was satisfied that the Force, on behalf of both the Police Authority and itself, had actioned the recommendations arising from its inspection and had also confirmed that, as a consequence, the statutory Improvement Notices had been complied with.

The Health and Safety Manager attended the meeting and circulated the first Health and Safety Performance report. The report aimed to give an overview of the most common incidents and any notable trends. Of particular note was the increasing trend in reported incidents, the most common being physical assault by a person. Both ACPO and the HSE wished to see the number of incidents reported reduced by 10% over the next three years. It was intended that these statistics be incorporated into the Peoples Service Performance Report.

Members views were sought on any other matters they would like to see in the report and the following additional Information was asked to be incorporated

- Details on the processes/ procedures in place to mitigate Health and Safety matters being reported
- Details of the financial liability facing the Authority through claims
- Link the monitoring information to that of attendance management to see how one impacts on another

## **RESOLVED**

That the report be noted together with Members views and comment set out above

## **08/h/26 PEOPLES SERVICE PERFORMANCE REPORT**

The Committee considered a new style of performance report from People Services, which covered officer strength, attendance management and recruiting.

The headlines from the reporting period were as follows:

### **Establishment & Strength**

The force had currently over 60 constable and sergeant vacancies, with considerable variation between the divisions

The span of control of sergeants varied between 15 constables to 4 constables, with Luton sergeants tending to have the highest number of constables reporting to them

### **Attendance Management**

Sickness for the month of May is above target at 8% for officers and 6% for staff.

Sickness of one day or less accounts for over a third of all reported absences, this may indicate problems of absence management, or officer workload

### **Recruiting**

The recruiting web site was showing signs of being very successful with over three and a half thousand registered users

In addition to this the Assistant Director (People Services) circulated a paper at the meeting which outlined the development and implementation of recruitment strategies and a Recruitment Prioritisation Model for the Force. Overall Bedfordshire was making good progress in reducing its vacancy levels but was unlikely to reach its full staffing establishment in the next eighteen months even with the turnover reducing to 6% which was the target for 2008/09. To run alongside the recruitment initiatives there would also be further development of retention incentives.

There were no significant issues arising from the report but there were concerns around the ratio of Constables to sergeant and response section and attendance management and Members were satisfied with the work being done to improve these areas. The Assistant Director

(People Services) was asked to clarify the breakdown given for the ethnicity of those candidates who had been successful in the selection process for Student Officers and this would be circulated.

Members welcomed the revised format of the report and suggested that future reports should include monitoring information around the six strands of diversity and this would be pursued.

## **RESOLVED**

That the monitoring report be noted.

### **08/h/27 COSTED TRAINING DELIVERY PLAN 2008/09**

The Committee considered the costed training plan for 2008/09.

In presenting the plan the Assistant Director (People Services) highlighted that in order to address some of the issues that had surrounded the costing model a review has been carried out by HMIC, and a simplified version was being used for 2008/9. This would enable all forces to comply with a minimum standard of reporting, and make costs comparisons and benchmarking easier. However initial feedback from other forces suggested that there had been no significant improvement in the clarity of guidance, or that the new model would make comparisons between forces any more accurate. The Assistant Director (People Services) added that Bedfordshire had been identified as best practice in the submission of data and had been contacted by PriceWaterhouseCoopers as part of a review of application of the model.

In order to start meaningful comparisons the Eastern Regional Group of Forces had implemented a Costing Model user group under the direction of the Eastern Region Learning and Development Managers.

As a pilot, two courses had been compared using the model (the Standard Driving, and Custody courses). The data were cleansed to ensure that, as far as practicable, all comparisons were made on an equal basis, and in both cases, the costs for the Bedfordshire Police courses compared favourably within the region.

Further courses to be considered would be in line with those being evaluated by the regional evaluators, in order to provide a contextualisation for the costing, to ensure that costs were not reduced at the expense of quality.

## **RESOLVED**

That the Costed Training Delivery Plan as now submitted be approved, and incorporated as part of the overall Learning and Development Business Plan for 2008/9.