



**Agenda
22 JULY 2011**

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



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

(Ms C Atkins, Mr T Brown, Mrs F Chapman, Mr S Choudhry, Mr P Conniff, Reverend L Denny Mrs P Fletcher, Mrs D Gurney, Mrs L Hockey, Mr P Hollick, Mrs S Holland, Mrs K Johnson, Mr I Mackilligan, and Mr J Williams)

A meeting of the **BEDFORDSHIRE POLICE AUTHORITY** will be held at Bridgebury House, Woburn Road, Kempston on **Friday 22 July 2011, at 10.00am**, the agenda for which is set out overleaf.

JOHN ATKINSON
Monitoring Officer

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 21 May 2011 (**Pages 5- 16**)

4. Matters Arising from the Minutes

Status Report* on the Progress of actions arising from the last meeting (**Pages 17 – 18**)

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

7. Communications from the Chief Constable

Oral report by the Chief Constable

MATTERS FOR DEBATE

8. Bedfordshire, Cambridgeshire and Hertfordshire Collaboration Programme

(a) ICT Business Case *(**Pages 19-44**)

(b) Minutes* of the Meeting of the Bedfordshire Hertfordshire and Cambridgeshire Police Authorities Joint Working Group held on 21 June 2011 (**Pages 45-52**)

9. Resources Scrutiny Committee

Minutes* of the meeting of the Committee held on 30 June 2011 – Committee Chair (**Pages 53-60**)

**10. From Police Authorities to Police and Crime Commissioners:
Governance Arrangements**

Report * of the Chief Executive
(Pages 61-70)

MATTERS FOR NOTING

11. Compliance & Risk Management Committee

Minutes* of the meeting of the Committee held on 14 June 2011 –
Committee Chair (**Pages 71-82**)

12. Performance Scrutiny Committee

Minutes* of the meeting held on 5 July 2011- Committee Chair
(Pages 83-92)

**13. Issues Raised at recent meetings of the Bedford Borough and Central
Bedfordshire Councils**

Oral Report by Representative

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Item 3

BEDFORDSHIRE POLICE AUTHORITY

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PRESENT

Mr P Conniff (Chairman)

Ms C Atkins, Mr T Brown, Mrs F Chapman, Reverend L Denny, Mrs P Fletcher, Mrs D Gurney, Mrs K Johnson, Mrs L Hockey Mr P Hollick, Mrs S Holland, Mr I Mackilligan and Mr J Williams

Apologies for absence were received from Mr S Choudhry

Chief Constable – Mr A Hitchcock
Deputy Chief Constable – Mr J Fletcher
Head of the Joint Beds and Herts Professional Standards Unit – Mr N Briant
T/Assistant Director Resources – Mr S Goodwin
Assistant Chief Officer (Business Support) – Mr V Hislop
Chief Executive/Treasurer – Mrs S McMenemy
Monitoring Officer – Mr J Atkinson
Head of the Joint Bedfordshire Cambridgeshire and Hertfordshire Collaboration Programme - Mr S Ottaway

11/qp/18 **LOCAL AUTHORITY REPRESENTATION**

Prior to the start of the meeting the Monitoring Officer reported upon the decision reached by the Bedfordshire Police Authority Joint Selection Committee which had met earlier in the day to determine the Local Authority representation on the Authority.

The Monitoring Officer advised Members that the allocation of the 9 local authority seats to the Authority had to be proportionate to the population across all three Authorities and reflect the overall political balance.

The seats had therefore been allocated as follows

Central Bedfordshire Council	4
Luton Borough Council	3
Bedford Borough Council	2

and the political composition was allocated as follows

Central Bedfordshire Council	4 Conservative
Luton Borough Council	2 Labour, 1 Liberal Democrat
Bedford Borough Council	1 Labour, 1 Liberal Democrat

Each Authority had determined their nominations at their AGM. Luton

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Borough Council not followed the proposed allocation and put forward 3 nominations from the Labour Group. The Joint Selection Committee agreed to adhere to the proposed allocation and approved the appointments submitted by the Central Bedfordshire and Bedford Borough Council's. The Luton Borough Council would be reviewing its nominations and the outcome would then be considered by the Joint Selection Committee. It was hoped that the representation from Luton Borough Council would be finalised before the Authority's next meeting in July.

The Joint Selection Committee did however approve the appointment of Fiona Chapman, Doreen Gurney, Peter Hollick and Iain Mackilligan from Central Bedfordshire Council and Colleen Atkins and Sarah Holland from the Bedford Borough Council.

11/qp/19 PUBLIC QUESTION TIME

Mr Rix, a local resident, addressed the meeting and sought a response to the following question

'I feel that it is important for the Authority to disclose more information on the research conducted before placing the move to a Norfolk 'functional policing model' within the Policing Plan. I would welcome further details from the Authority on the contention that no further information is being made available "because the public have told us... they are not concerned with the way the Force is structured". I, for one, would welcome further information being made available, and know from conversations I have held with others that I am not alone'.

Having clarified that Bedfordshire was not moving to the Norfolk functional policing model the Chair of the Authority responded to the issue raised explaining that a communication plan was already in place to communicate to the public, in a variety of forums, how the police was being organised and why.

The Chief Constable reassured Mr Rix that research had been undertaken to determine best practice from those forces who had adopted a functional policing model. The model for Bedfordshire had taken the best aspects of other models and would be fully operational on 1st October. The Chief Constable confirmed that there was both internal and external engagement on the implementation of the model.

Mr Rix thanked the Chair and Chief Constable for their response and urged the Authority to place more details in the public domain about the views of the public on the implementation of the model. The Chair agreed to bear this in mind.

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11/qp/20 **ELECTION OF CHAIRMAN**

Mr Conniff was nominated and elected to be Chair of the Authority for 2011/12.

11/qp/21 **ELECTION OF VICE CHAIRMAN**

Mrs Hockey was nominated and elected to be Vice Chair for 2011/12.

11/qp/22 **MINUTES**

The minutes of the meeting of the Authority held on 18 February 2011 were confirmed.

11/qp/23 **MATTERS ARISING**

The Authority received a monitoring report of the action taken to implement the decisions arising from the last meeting.

The Chief Executive advised that the briefing paper on the deployment of tasers across Bedfordshire, Hertfordshire and Cambridgeshire had only been circulated to the Independent Members on the Authority whilst awaiting confirmation of the Councillor Membership. New Members to the Authority would now receive a copy of the briefing note. The Chief Constable would circulate details of the timescales for the implementation of the Standard Operating Procedure across all three forces.

In response to a question on the outcome of the Internal Audit undertaken on the Eastern Regional Special Operations Unit the Chief Executive advised that this should have been considered at the last meeting of the Eastern Region Joint Statutory Committee and would circulate, if available, a copy of the report to all Members.

11/qp/24 **COMMUNICATIONS/CORRESPONDENCE**

**Bedfordshire Police Authority and Bedfordshire Police Force
Collaboration Support and Challenge Meeting – Feedback from
the HMIC**

The Chair circulated a letter from the HMIC confirming that the next Support and Challenge meeting had been arranged for 15th July 2011 and would be focusing on the robustness of the collaboration programme. The letter also set out the specific areas for discussion.

**Mr Steve Ottaway Programme Director Bedfordshire,
Cambridgeshire and Hertfordshire Collaboration Programme**

The Chair announced that this was the last meeting of the Authority that Steve Ottaway, the Programme Director for the Bedfordshire,

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Cambridgeshire and Hertfordshire Collaboration Programme would be attending. Mr Ottaway was to shortly retire from the Hertfordshire Constabulary and Chair thanked him for all his hard work in progressing the collaboration programme and wished him well for the future. Mr Phil Wells, the current Assistant Director (Resources) would be taking over the role from July.

Chief Constable's Overview of recent Operations

The Chief Constable gave a brief overview of the some of the high profile policing operations that had taken place since the last meeting of the Authority.

In respect of major crime there had been two homicides, two incidents involving injury from firearms and a kidnapping and arrests for these crimes had been made. There had also been a number of successful serious organised crime operations involving drug seizures and the 'cash for crash' scam The drugs operations had resulted in the dismantling of two serious organised crime gangs.

With regard to volume crime activity there had been 185 individuals arrested for their criminal activities.

The Chief Constable was pleased to say that the application to the Home Office for a grant towards the cost of the English Defence League (EDL) protest in Luton had been successful and the Home office had awarded £1.76M which was the full cost of the operation. He recorded his thanks to Mr Bob Meadows, the Income Generation Officer, and Margaret Mason, the Head of Transactional Services, for their work in the submission of the grant application. He was also pleased to say the 26 Constable passed their Sergeants OSPRE examinations which was the second highest pass rate in the country.

In terms of the significant changes to the structure of the Force project teams had been set up to look at how daily business would be implemented and the plans would be finalised by the end of May.

11/qp/25 **DECLARATIONS OF INTEREST**

There were no declarations of personal or prejudicial interests from Members

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11/qp/26 **MEMBERSHIP OF COMMITTEES 2011/12**

The appointment of Chairs to the Authority's Committees for 2011/12 which had been in accordance with Standing Order 2 were considered.

The Monitoring Officer reported that the lateness in determining the local Authority membership on the Authority had not provided the opportunity for Local Authority Members to be consulted on their Committee preferences and therefore formal approval of the Committee membership list was to be deferred to the next meeting

Given the closeness of the Authority's AGM to those of the Unitary Authorities, where Local Authority representation was considered. Clarification was sought on the timescale of the nomination process to the Chairs to Committees and Members were satisfied that the timescale had been set to meet the needs of the Authority in delivering its business.

The Chief Executive advised that a training session for Chairs of Committees had been arranged for the afternoon of 8th June 2011.

RESOLVED

1. That formal approval of the Membership of Committees for 2011/12 be deferred to the next meeting of the Authority to enable the newly appointed local Authority representatives to be consulted upon their committee preferences.

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

Compliance and Risk Management Committee	Mr T Brown
Performance Scrutiny Committee	Mrs P Fletcher
Resources Scrutiny Committee	Mrs F Chapman
Standards Committee	Mr J Jones

11/qp/27 **REPRESENTATION ON OUTSIDE BODIES**

The Authority considered a report of the Chief Executive/Treasurer on the appointment of representatives to outside bodies for 2011/2012 Produced as a result of an evaluation of Authority representation on partnerships undertaken by Independent and Councillor Members

The Chief Executive advised that the Munro Review on Child Protection had recently been published and until its implications were fully understood the Authority would maintain its representation on the Local Safeguarding Board.

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RESOLVED

1. That the appointment of representatives on Outside Bodies for 2011/12 be as follows:

ORGANISATION	REPRESENTATIVE(S)
Independent Custody Visiting Association	Vice Chair
Central Beds LSP	Vice Chair
Central Bedfordshire Community Safety Executive (CSP)	Independent Member Penny Fletcher
Bedford Borough Partnership Board (LSP)	Vice Chair
Bedford Community Safety Executive (CSP)	Independent Member Penny Fletcher
Luton Community Safety Executive (CDRP)	Independent Member Penny Fletcher
Luton Forum (LSP)	Vice Chair
Local Safeguarding Children's Board: Bedford, Luton and Central Bedfordshire	John Williams
Strategic Independent Advisory Group	Shaz Choudhry

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11/qp/28 JOINT BEDFORDSHIRE CAMBRIDGESHIRE AND HERTFORDSHIRE COLLABORATION PROGRAMME

(a) Strategic Policing Alliance Framework

Steve Ottaway, the Programme Director for the Joint Collaboration attended the meeting to present the Bedfordshire, Cambridgeshire and Hertfordshire Strategic Policing Alliance Agreement which required formal approval by all three Police Authorities. The Agreement which had been developed in consultation with the joint Police Authorities collaboration working group set out

- The purpose of the Alliance
- The scope of the Alliance
- Key Principles of the Alliance
- Mechanisms for Delivery and Governance of the Alliance
- Mechanisms for sharing of costs and liabilities
- Mechanisms for determination of disputes and arbitration

Mr Ottaway also presented a report which provided an overview of the progress being made in developing Bedfordshire, Cambridgeshire and Hertfordshire Collaboration Programme. The report included progress on the processes to be followed in respect of communication and engagement, priorities, governance and employment model.

In terms of the Agreement there were no significant issues raised. A comment was made on whether or not the use of the word 'will' and not 'aim' in the list of delivery outcomes was an over ambitious statement. Mr Ottaway reassured Members that there was the right level of resilience in all three forces to be able to expect to achieve the outcomes

Members were assured when questioning different cultures within the Strategic Alliance Partnership that at an operational level these were not obvious particularly once collaborative units were formed.

Members were pleased that the framework recognised that the existing employment model would have to be reviewed and aligned with the report from the national review of pay and conditions by Tom Winsor which had recently been delayed until January 2012.

The Chief Constable assured Members that the approval of the Strategic Alliance would help Bedfordshire to strengthen local policing through the savings that could be achieved, through the alliance, in other areas of policing and support services

Clarification was sought on the process to be adopted for monitoring the different level of risks for each Authority and the recommendations from Internal Audit reports and it was confirmed that this would take place through the Police Authorities Joint Working Group. To keep Members informed the Chief Executive agreed to circulate such reports to those Members who did not sit on the working group.

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Members questioned the funding of consultancy and were assured that this budget included costs for legal advice too and if there were opportunities to reduce costs these would be sought. Members were also assured when questioning the use of video conferencing that as soon as security issues were resolved in July this facility would be used to utilise resources more effectively.

RESOLVED

1. That the Strategic Policing Alliance Agreement be endorsed
2. The progress in the development the collaboration work programme be noted together with members comments thereon
3. That Internal Audit Reports on Collaborated Units and the Risk Log be circulated to Members who do not sit on the Joint Working Group

Matters raised at the Joint Bedfordshire and Hertfordshire Police Authorities Working Group

The Chair presented the Minutes of the meeting of the Bedfordshire Cambridgeshire and Hertfordshire Police Authorities Joint Working Group held on 27ⁿ April 2011.

A minor amend to the minutes was requested to clarify some concerns raised by the Authority's Professional standards lead.

11/qp/29 REGIONAL COLLABORATION PROGRAMME

The Chief Executive advised that the Minutes of the meeting of the Eastern Region Joint Statutory Committee held on 21 April 2011 were not yet available and would be circulated through the members weekly roundup bulletin

11/qp/30 ANNUAL PERFORMANCE REVIEWS

The Authority considered annual performance reviews in relation to police performance against the annual policing plan, performance, professional standards and the People and Leadership Strategy The key points in each review were highlighted by the Chief Constable.

The Chief Constable particularly highlighted that police performance in the first 6 months of the year had been disappointing with overall crime increasing 3.5%. In the second half of the year the force reviewed its focus and there was an upturn in performance which had continued into the first month of the current year.

There then followed a question and answer session and the main issues raised by Members were as follows:

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People and Leadership Strategy

(a) Duty Management System

A new Duty Management system had been due to be implemented during 2010/11. Members had expressed concerns about the delay during the course of the year and were given assurance by the Assistant Chief Officer (Business Support) that the new system would be operational by October 2011

Police Performance

(a) Overall Performance

Members asked what lessons had been learnt from the step change in performance in the second half of the year. In response the Chief Constable advised that the Force began to focus on victims, locations and offenders and prioritising crime types. The Chief Officer Team had made performance a priority and adopted a 'getting back to basics' approach to supervision, tasking and accountability. Further improvement might be achieved through adopting best practice in recording of 'crime related' incidents

(b) Keeping People Informed

Members wished to see a step change in the performance around keeping people informed and the Chief Constable gave his assurance that work was ongoing to improve this area.

Professional Standards

(a) Timeliness of Local Resolution Complaints

Concern was expressed about the timeliness of complaints resolved through 'local resolution'. The Head of the Beds and Herts Professional Standards Department assured Members that timeliness was a priority for the Department. In respect of local resolutions the slippage in timeliness was due to complaint investigations beginning as a local resolution before being re-categorised as dissatisfaction. Members were given assurance regarding the dissatisfaction process and noted that whilst this type of process had no immediate right of appeal individuals could pursue a more formal route if they thought their concern had not been sufficiently addressed.

(b) Complaints per thousand 1000 employees

Members highlighted that there was a comparative high number of complaints per thousand employees and noted that research had been commissioned to understand the trend and would be available shortly

(c) Complaints in respect of Mishandling Property

Members highlighted that there was a public perception that complaints relating

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to the mishandling of property were high but were reassured that Bedfordshire was below the 'most similar force' average number of complaints upheld.

(d) Lessons Learnt

In terms of lessons learnt Members welcomed the introduction of CCTV with sound in Custody suites by the during the 2011/12 financial year . It was agreed that the Independent Custody Visitor Panel receive an update on the implementation at its next meeting.

RESOLVED

1. That the completion of 18 of the 24 activities in the 2010/11 Policing Pan be noted together with the reasons for continuing the five activities into current financial year And one action passed to the Resources Scrutiny Committee to consider in June when the 2010/11 final outturn would be reported.
2. That the annual performance reviews in respect of police performance professional standards and the People and Leadership Strategy be noted together with Members comments thereon.

11/qp/31 GOVERNANCE REVIEW : STANDING ORDERS ,SCHEME OF DELEGATION TO OFFICERS, PROTOCOL BETWEEN THE AUTHORITY AND THE FORCE

The report of the Chief Executive was submitted which advised Members that light touch review had been undertaken on the Authority's Standing Orders, Scheme of Delegation to Officers and the protocol between the Authority and the Force. The review that had been undertaken had been proportional to the proposals in Police Reform and Social Responsibility Bill which would result in the abolition of Police Authorities in May 2012 and the introduction of elected Police and Crime Commissioners. The proposed changes therefore reflected current changes in practice, changes to job titles and legislative changes.

It was proposed that in light of the Police Reform and Social Responsibility Bill the changes were effective until such time as Bedfordshire Police Authority is abolished or until May 2013, whichever was the sooner thereby avoiding any unnecessary review if the current reform timetable slips

During the discussion no amendments were made to the proposed changes to the Standing Orders. In relation to the Scheme of delegation it was suggested that Authority should be notified of outstanding debts that had been written off and that reference should be made to the delivery of the Property and IT Strategies. In relation to the Protocol it was suggested that the Authority's role in setting the strategic direction should be more explicit. In all documents Members requested consistent use of the title 'Monitoring Officer' The Chief Executive agreed to incorporate these changes.

RESOLVED

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1. That subject to the inclusion of the amendments set out above the revised Scheme of Delegation to Officers be approved
2. That the revisions to Standing Order 2 and Standing Order 25 be approved.
3. That subject to the inclusion of the amendments set out above the revised protocol governing the relationship between Bedfordshire Police Authority and Bedfordshire Police be approved.

11/qp/32 COMMUNITY ENGAGEMENT COMMITTEE

The Minutes of the meeting of the Community Engagement Committee held on 1 March 2011 were considered.

During the discussion Members sought information on the number of people using the National Crime Mapper site. This information was not available and the Chief Executive agreed to seek such information from the Home Office

RESOLVED

That the Minutes be received

11/qp/33 HUMAN RESOURCES COMMITTEE

The Minutes of the meeting of the Human Resources Committee held on 1 March 2011 were considered.

RESOLVED

That the Minutes be received.

11/qp/34 AUDIT AND BUSINESS ASSURANCE COMMITTEE

The Minutes of the meeting of the Audit and Business Assurance Committee held on 8 March 2011 were considered.

RESOLVED

That the Minutes be received

**11/qp/35 COMMENTS MADE AT RECENT MEETINGS THE BEDFORD BOROUGH
CENTRAL BEDFORDSHIRE AND LUTON BOROUGH COUNCIL COUNCILS
ON POLICE AUTHORITY MATTERS**

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At the time of the meeting the Spokespersons for each Authority were yet to be identified from their membership. However Mrs Holland and Mr Hollick had presented the last report of the Authority to their respective Councils

Mrs Holland reported that there had been no major issues raised at the last meeting of the Bedford Borough Council.

Mr Hollick reported that no major issues had been raised by Members of the Central Bedfordshire Council but questions included the use of Regulation A19, Neighbourhood policing and the receipt of the Home Office grant for the policing of the EDL protest in Luton. The Council had also discussed the increased criminal activity arising from the Traveller site in Biggleswade and had considered that this was an area that would benefit from constructive cooperation with other partners and a common policy across Bedfordshire.

As there were no representatives present from Luton no report could be made on matters raised by Luton Borough Council Members

BEDFORDSHIRE POLICE AUTHORITY
STATUS REPORT

	ITEM	DECISION	ACTIONED BY	CURRENT POSITION
1	Eastern Region Joint Statutory Committee	Minutes of the meeting held on 27 April 2011 would be circulated when available.	Chief Executive	Circulated via the Members 'Round Up'
		Internal Audit on Eastern Regional Special Operations Unit considered at the JSC on 27 th April to be circulated to Members	Chief Executive	Members notified that the Audit had provided a substantial level of assurance around the operation of the unit. There are no medium or high recommendations.
2	Membership Of Committees 2011/12	The Committee preferences of the new Councillor Members was required before the membership list could be complete. Formal approval of the Committee Membership to be submitted to the July meeting of the Authority.	Chief Executive	The Bedfordshire Police Authority Joint Selection Committee will meet at 9.00am on 22nd July to determine the representation from Luton Borough Council. The Committee Membership list is therefore incomplete. An up to date list can be obtained from the Member Services Manager .

3.	Joint Bedfordshire Cambridgeshire and Hertfordshire Collaboration Programme	Internal Audit Reports on Collaborated Units and the Risk Log be circulated to Members who do not sit on the Joint Authorities Working Group Working Group	Chief Executive	Agendas for the Joint Authorities Working Group now placed in Members area on the website
		The briefing paper on the deployment of tasers across Bedfordshire, Hertfordshire and Cambridgeshire had only been circulated to the Independent Members on the Authority whilst awaiting confirmation of the Councillor Membership. New Members to the Authority were to be circulated copy of the briefing note. The Chief Constable would also circulate details of the timescales for the implementation of the Standard Operating Procedure across all three forces.	Chief Executive/ Chief Constable	Update provided
4	National Crime Mapper Site	Information to be sought from the Home Office on the usage of the Crimemapper site	Chief Executive	Information Circulated



Creating a safer
Cambridgeshire



MEETING	Bedfordshire Police Authority – Item 8 (a)
DATE	22nd July 2011
TITLE	Business case for formation of a Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary ICT Department.
SUBMITTED BY	James Hurley Senior Responsible Officer, Organisation Support Joint Bedfordshire, Cambridgeshire and Hertfordshire Collaboration Programme
RESOLUTIONS	<p><i>That members instruct Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary to work to bring about a Joint ICT Senior Management Team as set out in the outline business case presented.</i></p> <p><i>That members delegate the approval of a Joint ICT Senior Management Team Section 23 agreement to their Police Authority Chief Executive.</i></p> <p><i>That the detailed business case for the full establishment of a joint department be presented to Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities in the final quarter of 2011. The Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities reserve the right to review their commitment (and the Section 23 agreement) if there is any significant amendments at this time.</i></p>

1. PURPOSE

- 1.1 To enable the Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities to make an in principle decision to form a Joint Bedfordshire, Cambridgeshire and Hertfordshire (B,C&H) Information and Communications Technology (ICT) Department.

2. BACKGROUND

- 2.1 In November 2010 the three police authorities committed to form a Strategic Alliance. The main objective of the Alliance is to establish cost-effective collaborative units enabling savings of £15.0m to £20.0m by 2015/16.
- 2.2 In April and May of this year the three authorities approved a framework agreement to support the delivery of the Strategic Alliance objectives. This included a commitment to wideranging collaboration covering Protective Services, Operational Support and Organisational Support (including ICT).
- 2.3 Alongside the development of the Strategic Alliance (or preferred partnership) the three forces and Authorities have committed to achieving Regional ICT convergence, following consideration of a Regional ICT Business Case at the Eastern Region JSC in January. Authorities in the Eastern Region and Kent have taken a major step in promoting convergence through rationalising the number of ICT departments, with Bedfordshire and Hertfordshire agreeing to establish a joint department in July 2010 and Essex, Kent, Norfolk and Suffolk police authorities agreeing to establish a joint ICT department (ECIS) in May of this year. This outline case uses the same approach as the Regional ICT Case and ECIS to calculate the proposed savings.
- 2.4 ICT is a key enabler to achieving the objectives of the Strategic Alliance, and it is considered there are significant advantages in commencing the establishment of a joint department at this time. Delays in the creation of a joint department could result in potential divergence thus hindering future collaborative ventures and operational capability as well as inefficiency within the three Forces. An outline business case is attached (See Appendix 1) setting out the rationale for this approach and the indicative financial impact.

3. KEY POINTS FROM HIGH LEVEL BUSINESS CASE

3.1 The outline business case identifies a number of key benefits for the three Authorities through commencing the establishment of a joint ICT department:

- It will create a single point of leadership in regard to ICT, thereby providing strategic direction and promoting the move to one way of working in ICT across the three forces.
- Wider collaboration across the Strategic Alliance and region is creating a significant demand for ICT support and enablement in terms of Athena, Command and Control and mobile data. Looking forward it is anticipated that this demand will grow significantly, with the need for a common Resource Enterprise system for human resources, finance and procurement and common approach to digital evidence and electronic record management. This demand will be more cost-effectively managed by a joint department that is able to implement and host one standardised means of delivering these ICT systems.
- The 3 forces have significant elements of commonality in terms of infrastructure and applications (eg: all use Microsoft, so there is not a step cost to achieving one common operating platform) supporting a cost effective integration of the ICT departments. However, there are areas of divergence and early establishment of one department will further promote convergence.
- There are significant opportunities to make savings through bringing together the two relatively large departments, which inevitably have a significant element of duplication. The business case identifies that across the two departments the 2011/12 budgeted revenue spend on ICT for 2011/12 is £20.5m, with 66% of spend on non-pay and 34% on pay (with 179 staff employed). It is considered realistic to aim for savings of £3.6m or 18% over the next five years, making a significant contribution to the Strategic Alliance target of £15.0m - £20.0m. It should be noted that the two departments already have plans and proposals to make savings of £1.2m in 2012/13 and onwards. The figure of £3.6m is in-line with the projection for the three force preferred partnership set out in Regional Business Case, although it is in fact more ambitious as the two departments have already delivered £1.75m in the 2011/12 budget (Beds and Herts £0.82m and Cambs £0.93m) effectively making the target 24% target. The current Heads of ICT in the two departments consider the £3.6m target realistic with some potential to exceed this figure. The savings figures will be validated over coming months as a more detailed implementation plan is developed.

4. PROPOSALS

- 4.1 It is proposed that a staged approach is taken to establishing a joint B,C&H ICT Department.

- 4.2 Step 1 would be the establishment of a joint Senior Manager Team (SMT). Given the relative complexity involved in establishing a joint department involving a large number of police staff based in three sites, it is considered advantageous to put in place at an early stage not only the Head of the Department but also the Senior Management Team. The creation of a SMT will at this stage will provide a capability to share responsibility in taking forward both strategic direction and the implementation plan prior to the wider integration of the two current ICT departments, it will also assist in managing the wider Step Two consultation exercise with staff (see below) and recruiting/transferring staff into the joint department roles. However, it is recognised that a staged implementation will require some limited transitional line management arrangements and with regard to current SMT members, careful co-ordination of the redeployment process and populating of the wider management structure.
- 4.3 There are currently 8 members of staff in the two SMTs with 4 in both departments. The current cost of the two SMTs is £634k per annum. Work has started on developing models for a joint SMT, and at this stage it is considered feasible to achieve savings of 25% - 45%. It has been assumed there would no reductions in this initial stage in personal/administration support to the SMTs as these small teams are closely integrated into the wider management of the two departments.
- 4.4 As stated above, work on developing the proposed SMT structure is on-going. Subject to agreement to establish a joint department by the three Authorities in June and July, the staff consultation process for establishing the new SMT would begin in late July with a view to making appointments in September. The appointments would be contingent on the formal approval of a Section 23 agreement by the three authorities. It is envisaged this would be submitted for approval in Autumn 2011 alongside a more detailed set of proposals and implementation plan. This would need to address:
- the staged integration of the two departments and their infrastructure,
 - the location of the different teams
 - an assessment of the merits of the existing employment model for staff or a move to a Host Force model
 - the financial assessment setting out the phasing of savings, distribution of savings across forces and the set-up costs.
- 4.5 Step 2 would be the establishment of an integrated joint ICT Department. Assuming approval by the respective Authorities in June and July, work would progress throughout the summer on developing detailed proposals and an implementation plan for establishing a joint department. This work would be assisted by the appointment of the new SMT in September who would then play a leading role in shaping the proposals and implementation plan. It is envisaged that the full business case proposals and Section 23 agreement would be considered by the Authorities in the final quarter of 2011. This would be followed by staff consultation and recruitment into the new structure for the establishment of the joint department in April 2012. It is recognised that there will be a significant lead-in

time to a number of the changes, and that a proportion of roles will be initially unaffected at this point.

- 4.6 The alternative to this approach is to defer establishing the joint department, but for the reasons set out in Section 4 this approach is not recommended.

5. DIVERSITY IMPLICATIONS

- 5.1 There are no identified diversity implications arising from this proposal and Human Resources staff and representatives of UNISON will be involved in all staff consultation processes.

6. FINANCIAL IMPLICATIONS

- 6.1 As set out in Section 4, based on the high level business case it is envisaged that establishment of a joint ICT department will generate on-going full year savings of £3.6m by 2015/16. This projection assumes that forces follow through on their capital investment plans, in terms of replacement for systems such as Athena and Finance and HR, and infrastructure in order to promote system convergence and hence reduced staffing levels, support and maintenance. Further work needs to be undertaken regarding the phasing of the savings to determine the likely staff set-up costs, and more specifically relocation costs and the scope to achieve staff reductions through natural turnover.
- 6.2 It is projected that the first stage of creating a joint department, the establishment of a joint SMT would lead to the reduction of 25% - 45% in costs, or two to four posts. At this stage a mid point of 35% or £222k has been assumed. Assuming these costs are distributed in line with the latest formula grant funding figures, this would generate savings of £12k for Bedfordshire, £41k for Hertfordshire and £169k for Cambridgeshire. The skewed distribution reflects fact that Bedfordshire and Hertfordshire have already driven out significant efficiencies in SMT posts in 2011/12. Based on an initial assessment of potential redundancy costs for existing members, it is projected that these cost would at least be in line with the full year savings figure, although there is a significant range on this figure depending on a number of factors.

7. RISK ASSESSMENT INCLUDING A SUSTAINABILITY IMPACT ASSESSMENT

- 7.1 At this stage the business case includes a risk management strategy and identifies four additional risks. These relate to HR capacity to realise the benefits and specifically the need to adopt a sustainable employment model; short term force savings plans creating tension with longer term strategy, loss of skilled staff slowing the rate of required change; and that business as usual may deteriorate if resources are diverted. These will all be subject to mitigation action and management through a full risk register.

8. CONCLUSION

8.1 This paper proposes the establishment of a joint ICT department, through a staged approach. This would support the wider collaboration in the Strategic Policing Alliance, and ICT system convergence whilst realising significant efficiency savings in the short-term to medium-term.

There are currently significant levels of duplication between the two, relatively large ICT departments not only in terms of staff resource but also in terms of infrastructure and systems. In addition, the potential economies of scale in procurement and management of ICT systems are such that the more the three forces can work together with single systems and an integrated infrastructure, the savings are both in capital and revenue costs.

It is considered, now is an opportune time to progress the plans to join the ICT departments and promote the development of a joint ICT strategy across the three forces.

9. ASSOCIATED PAPERS

Attached is the detailed business case to support the recommendation.

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Organisational Support Collaboration

An Outline Business Case for ICT Collaboration

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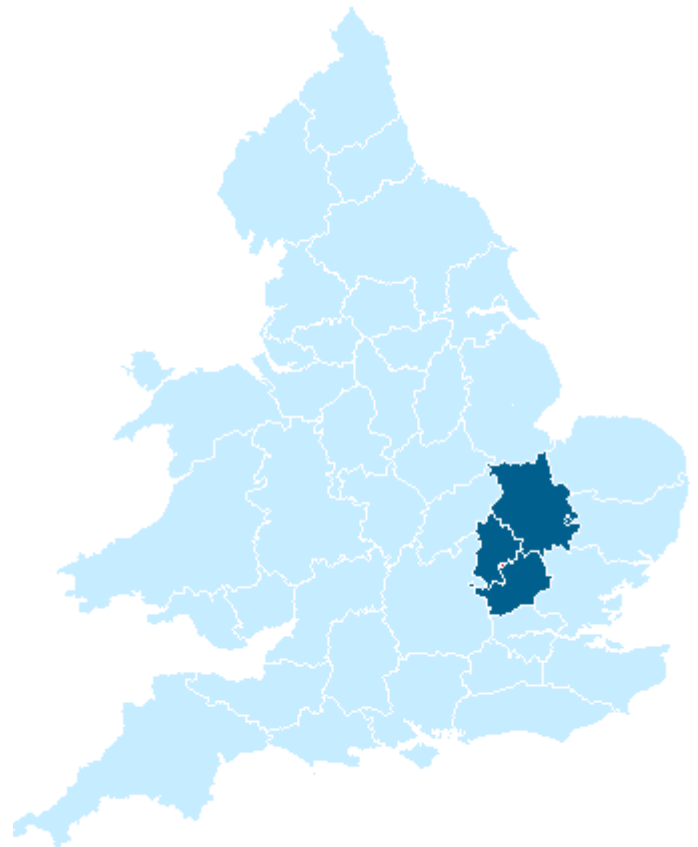


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1 Purpose of the Document

This outline business case describes the case for applying a collaborative approach to the delivery of ICT across the three police forces of the Strategic Policing Alliance - Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary.

It is intended that this document represents an initial assessment of the rationale for establishing a joint ICT department. A full, detailed business case will be progressed in the coming months setting out more detailed proposals and financial analysis. The same format and style as the regional business case has been used.

1.1 Structure and content of the document

The case has been prepared using the agreed format for business cases, as set out by Her Majesty's Treasury.

The approved format is the Five Case Model, which comprises the following key components:

- The *strategic case*, which sets out the strategic context and the case for change, together with the supporting investment objectives for the scheme;
- The *economic case*, which demonstrates that the choice of delivery options best meets the existing and future needs of the service and optimises value for money;
- The *commercial case*, which outlines the content and structure of the proposed legal and commercial arrangements;
- The *financial case* which confirms funding arrangements and
- The *management case*, which demonstrates that the transition to the new operating model is achievable.

2 The Strategic Case

2.1 Strategic Alliance

The Strategic Policing Alliance that has been developed between Bedfordshire Police, Cambridgeshire and Hertfordshire Constabularies, is both significant and critical to the future of the three forces.

The Strategic Alliance between the three Authorities and Forces was established in November 2010 and aims to deliver:

- Cashable savings of between £15 million and £20 million annual savings by the end of 2015/16,
- Equal or improved effectiveness for all three forces,
- Improved resilience for forces,
- Improved efficiencies in forces, realising non-cashable savings for re-investment,
- A service structure and operating methods which are 'fit for purpose', taking account of new and emerging developments and which will meet future foreseeable demands for the next 3 -10 years,
- Plans which close the gaps identified within the respective Protective Services Improvement Plans (where applicable),
- Methods of operating which are equally viable under any Force or governance structure,
- Improved and enhanced customer service across the three Counties.

Since November 2010 work has been undertaken to determine how the Strategic Policing Alliance will operate. In April and May the three Police Authorities approved the Strategic Policing Alliance Agreement. This reiterated the ambitious scope of the collaborative work committing the Authorities to wide ranging collaboration covering three workstreams:

- Protective Services
- Operational Support Services
- Organisational Support Services (including ICT)

Local policing is outside the scope of the collaboration, as is Protecting Vulnerable People as this is seen as being best delivered in local partnerships. The agreement highlighted that collaboration is the preferred approach across the three workstreams because of the commonality of business processes and is the default assumption unless it is proved that this approach is not beneficial to all of the Forces.

ICT is a key enabler to achieving these objectives, as the establishment of common ICT systems and ways of working will facilitate the passing and management of information and intelligence across force boundaries. This requirement to move single operational and support systems and processes in a relatively short space of time requires a step change in the way ICT is structured across the three forces.

2.2 Organisational Support Workstream

The Organisational Support workstream is evaluating the merits of three different business models for the provision of collaborative support services over the medium and long-term period: Internal Shared Service, Joint Venture and Outsourcing. It is considered that establishing a joint ICT department accelerates the move to common systems and removing

complexity from our current way of working. This step will assist the move to the most cost-effective business model, and it is considered can be progressed irrespective of the actual business model that is chosen and adopted.

It is recognised that in developing the joint ICT department implementation plan there will be a need to give careful consideration to investments decisions so as to ensure they are compatible with the long-term business model and minimise any sunk costs. It is felt that progressing ICT department integration will, in the event of adopting a joint venture or outsourcing model, place the forces in a stronger position to negotiate a beneficial contractual relationship, as the Strategic Alliance forces will already have removed complexity and banked the 'easier' efficiencies.

2.3 Regional

This high level business case has been developed against the backdrop of a regional business case to create a single ICT organisation across seven forces (the whole Eastern region plus Kent). The Eastern Region Joint Statutory Committee held on 26th January 2011 supported long term convergence of ICT across the seven forces, with there being agreement to review local IT investment plans through the Regional ICT Collaboration Programme Board and the scope for regional structural convergence in 2013.

The report recognised the benefits of moving forward and establishing ICT Departments based on strategic partnerships, recognising that they present a lower level of complexity compared to establishing a Regional ICT Department. In the light of this forces in the region have taken forward ICT structural convergence based on strategic partnerships. Essex, Kent, Norfolk and Suffolk Police Authorities have taken this forward, agreeing in April and May to establish the East Coast Information Services (ECIS), which involves moving to a single ICT department for the four forces led by one ICT director. This decision was based on a high level business case which drew on the methodology and financial assessment set out in the Regional Business Case. It is very similar to the approach proposed in this business case and involves a staged integration with a detailed implementation plan to be considered in the Autumn.

2.4 The national picture

The ISIS (Information Systems Improvement Strategy) programme, managed by the NPIA, outlines a national approach for the police service that will use IT as an enabler for business change. The five strategic principles of ISIS are to:

- National delivery of police ICT
- Deliver in partnership
- A broader focus on common business processes
- ICT delivered as a series of services
- Incremental reform

The coalition government are actively considering the future of ICT in policing. They are considering an increased level of central mandation arising from frustration with the lack of local collaboration. This proposed ICT collaboration and the convergence achieved through the Eastern Region ICT Collaboration Programme contributes to the delivery of these national objectives.

2.5 Existing working across the 3 Forces

Over the past few years, the Eastern Region with Kent have gained a reputation amongst the police service of being frontrunners in collaborating effectively on ICT. This, primarily, has arisen from the Regional ICT Collaboration Programme and its initiatives including project Athena (the procurement of an integrated Investigation, Intelligence and Defendant Management System), the regional TDA (technical design authority), infrastructure convergence (including data centre rationalisation), etc.

In addition to the regional ICT projects, Beds, Cambs and Herts have embarked on collaborative projects including Command and Control and Mobile Data.

In July 2010, Bedfordshire Police and Hertfordshire Constabulary agreed to the implementation of a joint ICT department. This was closely followed with an Assistant Director of ICT appointed in October with the joint department including a number of integrated teams established in December. The department formally went live on 1st December 2010.

Since the establishment of a joint ICT department and the subsequent agreement to form a Strategic Policing Alliance with Cambridgeshire Constabulary, the BCH ICT Strategic Group has been established. Underpinning, the strategic board is a joint, three force Technical Design Authority (TDA) which was created to agree on technical standards and to plan for the convergence of the separate infrastructures. Work is shortly to begin on the development of a joint ICT strategy between the three forces. It is considered the development of the strategy can best be achieved through the early establishment of a joint department. This will establish a single point of leadership, thereby providing strategic direction and promoting the move to one way of working in ICT.

2.6 ICT is an enabler for wider collaboration

In addition to supporting the objectives of the Strategic Policing Alliance, a collaborative approach to technology delivery also generates further benefits and opportunities for collaboration initiatives in operational policing. These include:

- Improved intelligence handling and research
- Supporting collaborated Protective Services units (eg: Major Crime, Firearms, Scientific Services etc)
- Shared service model for Finance, HR , Procurement and Facilities Management
- Integrated Contact Management
- Reduced number of criminal justice units
- Enables forces to meet Carbon Reduction Commitments
- Enables co-ordinated decision making
- Further reduction in duplication of effort
- Reduced process time
- Greater resilience of ICT systems
- Elimination of complexity
- Improved risk management

- Increased data sharing
- Improved data quality

ICT is a key enabler to this greater collaboration and the facility to pass information and intelligence across operational boundaries on a shared ICT platform. With a joint ICT department and strategy across the three forces - technology would be an enabler for further collaborative opportunities.

2.7 Local ICT is Ready

All three forces have been preparing for convergence within the Alliance and with their regional neighbours. Investments such as Athena, and Command and Control, have been coordinated and agreed at a regional level. This has resulted in both an appetite and a readiness for collaboration. Examples of a common approach that already exists include:

- The ICT architecture in the three forces is based on the same protocols, many of the same suppliers, a largely in-sourced management, a Microsoft platform and a common database platform.
- The desktop and laptop equipment and supplier is common to all forces.
- An agreed application convergence roadmap for key systems including Athena, Command and Control, and back office support.
- Common security policies and standard based on the national Community Security Policy.
- Departments structured in a similar way using similar processes based on industry best practice defined in the ITIL standard.
- Similar expenditure per employee on ICT (more details in the Economic Case section of this paper)
- A number of systems are already common, PNC, and Holmes, the major enquiries system for example.
- Service level agreements that define the service provided by local departments are similar in approach although some details may vary.

There are, however, some areas where the three forces may potentially create some variance, for example Bedfordshire and Hertfordshire currently have 50 active ICT projects but only 12 of these are with Cambridgeshire as either three force or as part of a regional initiative. A joint ICT department would address these potential divergent areas.

3 The Economic Case

The purpose of the Economic Case is to assess the potential revenue and capital implications of the proposal.

3.1 The baseline costs and key metrics

The 2011/12 revenue budget in each force shows the baseline ICT costs to be:

Force	2011/12 Budget £000
Bedfordshire*	4,715
Hertfordshire*	8,788
Beds & Herts ICT Dept	13,503
Cambridgeshire	7,017
Total	20,520

*Beds and Herts revenue costs are pooled and shared 35%/65%

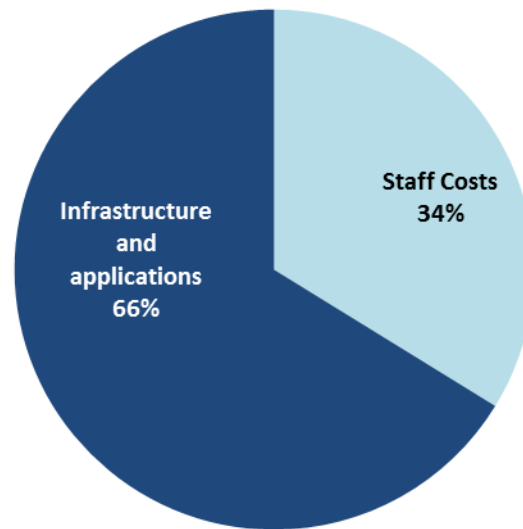
	Bedfordshire & Hertfordshire ICT	Cambridgeshire ICT
ICT Revenue Budget (2011/12, £000)	13,503	7,017
ICT Establishment	112.5	66.2
% cost of ICT	4.49	5.38
Cost of ICT per FTE (£)	2,233	2,870
Span of Control	1:4	1:5

The total, annual ICT revenue expenditure for the group is therefore £20.5m across 8,493 employees producing a cost of around £2,439 per employee per year, compared to the Eastern Region and Kent which is £2,331 and the pre collaborative baseline for ECIS (East Coast Information Services) cost of ICT per employee of £2,100. If the SPA could deliver ICT for the cost level of ECIS per FTE the total revenue cost would be £17.8m; a reduction of nearly £2.7m per year.

3.2 The baseline split of revenue pay and non-pay costs

	Bedfordshire & Hertfordshire ICT £000	Cambridgeshire ICT £000	TOTAL
Pay Budget	4,440(65%)	2,439 (35%)	6,879 (100%)
Non Pay Budget	9,063 (66%)	4,577 (34%)	13,641 (100%)
Total Revenue Budget	13,503 (66%)	7,017 (34%)	20,520 (100%)

The total ICT spend across Bedfordshire, Cambridgeshire and Hertfordshire is £20m. Nearly £7m of this relates to Staff Costs



3.3 Category analysis of non-payroll costs

The following table shows the breakdown of external non-pay costs split into functional areas.

Annual revenue spend	2011/12 £000
Airwave	2,579
Network equipment	871
Operational Support Systems	1,411
Network and telecoms suppliers	2,515
Athena Operational Systems	774
Mobile ¹	1,210
Operating Systems and database	556
Centrally Provided or is a Service	90
Back Office	411
Desktop Applications and Devices	196
Front Line Operational Systems	819
ICCS	237
System and Network Support	1,728
Misc	245
TOTAL	13,641

¹ Mobile call costs in Hertfordshire are currently outside the ICT budget

3.4 Projected Savings of Joint ICT Department

The approach taken to calculating the projected savings has been to build on and update the Regional Business Case, which quantified the financial impact of the ICT preferred partnership collaboration for the three forces. This report was presented to the JSC in January 2011. The work was based on a detailed assessment of revenue budgets (the baseline) and breakdown of staff employed at the three sites. It projected onto the baseline the impact of savings from:

- a) Structural change – This includes an assessment of the scale of the ICT resource required to support both business as usual, and the business transformation that will be required not only within operational policing but to support the collaboration programme between the three forces.
- b) Convergence on infrastructure, systems and applications - Convergence is about the process of evolution of both the technical infrastructure and the systems applications used across the three forces. The strategy is intended to both reduce the cost of running the IT estate and improve the service it provides to the organisation.

In undertaking this work, a series of workshops were held to model the interdependencies, costs and drivers that impact upon ICT collaboration. For example dependencies between changes to infrastructure, the timing of a reduction in staff and changes to the application landscape were considered. To ensure integrity in the valuation of the savings; a wide range of sources, previous projects and external recommendations were considered, drawing on lessons learned from previous experience to quantify and qualify the calculations. The assessment of savings and risks was undertaken by the business case working group with each force represented by their Head of ICT. This process has been validated with Finance Directors from all the Eastern Region forces and from Kent Police.

Based on this approach it is considered realistic to aim for savings of £3.6m or 18% over the next five years through the establishment of a joint ICT Department for Bedfordshire, Cambridgeshire and Hertfordshire. It should be noted that the existing two departments already have plans to make savings of £1.2m in 2012/13 and onwards. The figure of £3.6m is in-line with the original projection for the three force preferred partnership set out in Regional Business Case, although it is in fact more ambitious as the two departments have already delivered £1.75m in the 2011/12 budget (Beds and Herts £0.82m and Cambs £0.93m) effectively making the target 24% target. The current Heads of ICT in the two departments consider the £3.6m target realistic with some potential to exceed this figure. The figure will be validated over coming months as a more detailed implementation plan is developed. This will initially focus on generating savings from the following areas:

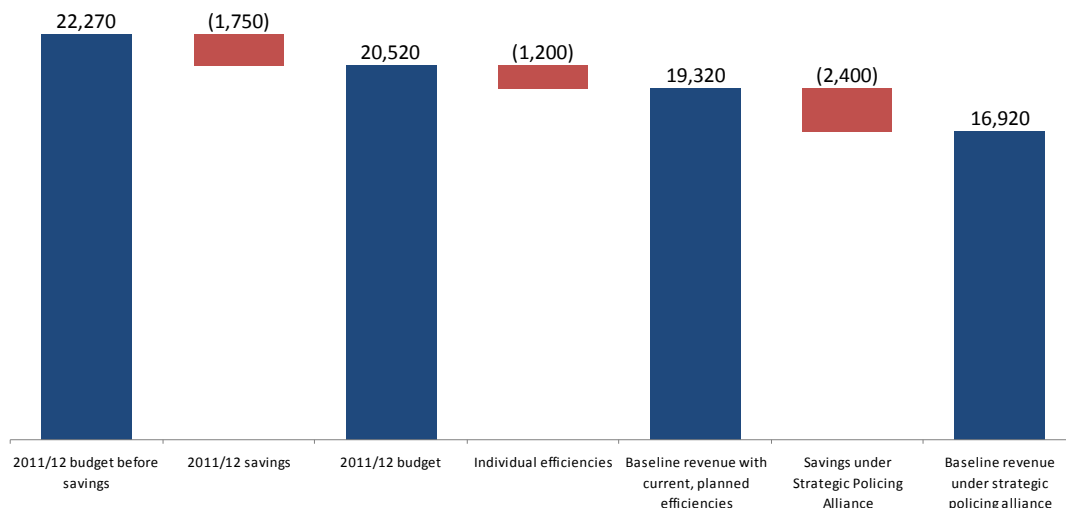
- The establishment of a joint Senior Management Team (SMT)
- The reduction of the number of data centres – there are currently 11 data centres in 5 locations
- scope to reduce the number of staff on help desks – currently 9 in 2 locations
- establishing single points of support thereby reducing duplication in infrastructure, networks and applications across the two departments
- hosting a system in one of the forces (or potentially outside the region)
- single procurement of supplies creating economies of scale e.g. potential savings in Ordnance Survey costs through no longer purchasing overlapping map tiles for all three forces
- time and cost savings through a single project management approach

- the implementation of an Enterprise Resource Planning system to replace the current, many back office systems which would also provide further efficiencies
- applying best practice identified in either dept to realise further savings
- reduction in the amount of ad hoc small systems procured and supported
- the convergence of key applications in the medium-term

The projected savings are marginally lower than the planned target of 27% in the ECIS business case, which are based on the 2010/11 budget. However, the ECIS proposals cover a significantly larger force area such that the current ECIS ICT revenue budget (£38m) is some 90% greater than the BCH budget (£20m), thereby providing greater economies of scale.

3.5 Profile of the savings

Over the next 4 years both ICT departments have put local savings plans in place. The Bedfordshire and Hertfordshire ICT Department has a four year revenue savings planning target, which amounts to £1.050m by 2015/16. Cambridgeshire have already taken steps to save £154k for 2012/13 and would expect to be able to significantly exceed this figure.



Work on determining phasing of the total savings will be taken forward in developing the implementation plan.

3.6 Risks affecting the potential for savings

The savings plan makes assumptions based on our best understanding of the potential. However there are risks associated with the assumptions and these include

Operational imperatives

Clearly there may be situations where, for local legacy reasons, or for good operational policing reasons, the lowest cost system or course of action is not the appropriate decision. Where this is the case the difference in funding can be assumed to be made in a business case at the time. The governance model proposed in this paper is the mitigation for this risk so that only real, well defined reasons for exceptions to the strategy are permitted.

Staff reduction

The appetite and facility for redundancy varies across the forces and the reduction in staffing levels could be constrained by these factors. However the evolutionary strategy will, mostly, be supported by natural attrition rates.

Supplier cooperation

Recent experience shows that suppliers have been supportive of creating a greater scale and reduced numbers of contracts to manage eg BT. The current collaborative approach has shown that it has been relatively successful in dealing with suppliers and therefore it may be concluded that this factor has a relatively low likelihood.

4 The Commercial Case

This section outlines how the joint ICT department for Bedfordshire, Cambridgeshire and Hertfordshire will operate and the proposed governance arrangements.

4.1 Section 23

The governance of the joint Bedfordshire, Cambridgeshire and Hertfordshire ICT department will be determined by a Section 23 agreement. This will prescribe the arrangements in the following key areas:

- Length of Agreement
- Termination of Agreement
- Variation of Agreement
- Ownership of Assets
- Employment model for Police Staff Employees
- Management of the Arrangement
- Service Delivery Management
- Sharing of Costs/Savings
- Liabilities

4.2 Governance Arrangements

Currently the joint ICT Strategic Group has representation from the Chief Officers of all three forces. It is proposed that this structure remains in place with the following remit:

- To agree the joint ICT strategy
- To approve budget proposals and receive reports on expenditure
- To call the Head of ICT to account about delivery of service using agreed KPIs
- To agree deviations from the strategy when necessary, for example to respond to exceptional local pressures.
- Ensure convergence with Regional ICT Strategy on major ICT projects.

Work is ongoing to establish the new line management arrangements for ICT. This will be finalised in preparation for the Section 23.

4.3 Required Services

The Section 23 will define the scope of the services to be delivered by the joint ICT department, which will generally be the same as those provided currently although levels of service will need to be harmonised. The core deliverables are already understood and uncontroversial. There are some functions however that are within the scope of ICT in some forces and not in others and these will require further discussion before a final scope can be agreed.

Some functions within scope include but is not limited to:

- Service Desk
- 1st/2nd/3rd Line support
- Airwave support
- Support of external bodies (e.g. Regional Intelligence Unit) where commitments already exist
- Architecture and technical design

- Project and programme delivery
- System and software development

Key anomalies for further discussion include

- Information Security and IT Security
- ANPR and mobile Development and architecture
- CCTV and digital imaging
- Web site and intranet development

Functions that are clearly outside the remit of the joint ICT department include:

- Digital forensics
- TSU
- Information Management (Fol, Data Protection, etc)

4.4 The options for delivery

The Bedfordshire and Hertfordshire joint ICT department currently use the internal 'shared services' approach, which had been the model for previous collaborations, whereby each force continues to employ their own staff who report to a common management team. This has its own tensions, including the difficulty in moving to common terms and conditions for staff, the variety of approaches to HR including staff development, restructuring, PDR and budgeting.

During the first phase of establishing a joint ICT department, involving the appointment of a joint SMT (see Management Case for further detail), the existing employment arrangements for ICT staff will continue as they are today. However, given the scale of the two departments, and the likely significant restructuring of the current teams, consideration is being given to moving to a single Host Force approach for the ICT collaboration between Bedfordshire, Cambridgeshire and Hertfordshire for future phases.

With the Host Force model employees are transferred, on their existing Terms and Conditions, to a single force who employs them on behalf of the other collaborative partners. The Host Force model means that the ICT staff of two forces will be transferred to the Host Force under TUPE – Transfer of Undertakings (Protection of Employment) Regulations 1981 – regulations. The proposed approach will need to be reflected in the Section 23 agreement. The type of employment model is being considered by the Joint HR Advisory Group.

4.5 ICT contractual considerations

The presumption is that contracts remain with their existing Police Authority, however each contract owned by any of the Stakeholders will be examined during the implementation period and work will be undertaken to align contract end dates.

In the event that a Host Force model is approved, all new contracts will be with the Host Force, but will serve users in all forces.

5 The Financial Case

The purpose of this section is to set out the financial arrangements that will be put into place for the delivery of the joint ICT department.

5.1 Proposed Charging Mechanisms and Distribution of savings

The way in which the benefits are distributed needs to be refined and is beyond the scope of this paper. However if they were to be distributed based on the settlement grant formula, the default allocation basis, the savings due to each force would be as shown in the next table.

Force	Additional savings £000
Bedfordshire	300
Cambridgeshire	1990
Hertfordshire	1310
Total	3,600

The skewed distribution reflects the fact that Bedfordshire and Hertfordshire have already driven out ICT collaboration efficiencies from the creation of a single unit for the two Forces, and the current different spending levels on ICT across the forces. As set out in the Strategic Case, alongside the direct cashable savings, establishing common ICT systems and processes in support and operational areas will enable significant further savings across the three collaboration workstreams.

5.2 Capital Budgets and Set-Up Costs

The three Police Authorities have committed significant capital resources for ICT applications, replacement and infrastructure. In 2011/12 Cambridgeshire have an ICT capital plan for £3.46m (subject to business case approval for some elements of the programme), Bedfordshire and Hertfordshire earmarked capital resources of £4.072m. It is considered that the existing capital replacement programmes will be sufficient to meet the transitional and convergence costs involved in establishing single ICT systems and infrastructure.

In line with the development of a Joint ICT Strategy further work will be undertaken over the coming months to develop a joint capital programme over the medium-term period. Some elements of the capital plan may need to be reallocated in line with the convergence plan.

Further work will also be undertaken in drawing up detailed proposals for the new staffing structure, and an implementation plan setting out savings over the next four years. The pace of implementation will partly determine the scope to redeploy staff and the level of redundancies. Redundancy and relocation costs have not been built into the financial plans at this stage.

5.3 Asset Transfer

The assets will continue to be held by the local Police Authorities, any new assets procured will be held by the local Police Authority of the Host Force.

6 The Management Case

The Management Case describes the steps required to implement the joint ICT department and any potential issues.

6.1 Evidence of similar projects

This paper is based heavily on the lessons learned from research undertaken in support of the regional ICT business case. However, the subsequent knowledge and experience acquired from the collaboration between the ICT departments of Bedfordshire Police and Hertfordshire Constabulary has also been incorporated into this paper.

6.2 Operational imperatives

There are some major programmes of work within each of the three forces as well as the collaboration initiatives. These restructuring programmes may, at least to some extent, have an impact on the configuration of the technology and information systems. This change requires support from the ICT departments and cannot be postponed while they consolidate into a merged unit.

The implementation of this further ICT collaboration must therefore take these imperatives into account and ensure that all three forces continue to police their public at the same high standards.

6.3 Programme Management Arrangements

This initiative is an integral part of the Organisational Support collaboration programme, which comprises a portfolio of projects. Considering the competing demands for minimising cost balanced with due accountability, this paper proposes that the programme team is comprised of:

- **A programme manager** – this resource will be needed to manage the transition and can be taken either from the Organisational Support Collaboration Team or from the current pool of resources across the two ICT departments.

With specialist support from:

Specialist Area	Advice and Guidance Required
HR	An HR resource working with all forces to manage the HR transition issues and to lead work on the remuneration strategy, TUPE arrangements, staff consultation and Unison engagement, etc
Financial	To agree the financial cost models and budgets, cross charging for project and business as usual costs. To enable the agreement and sign off of cost model assumptions, business benefits and savings model.
Procurement	Procurement advice on aligning/novation/co-terminating and/or re-tendering contracts. The provision of a strategy and framework for contract management.

Step 1 – Appointment of the SMT

Following the approval of the business case, a formal Section 23 agreement will be put in place to support the introduction of a Joint Management team (including ICT Director) at the earliest opportunity. Although the Senior Management Team (SMT) would be appointed, there would still be ICT staff employed at all three forces.

Step 2 – Strategic Alignment

Further work will be undertaken to finalise the Target Operating Model (including the structure and Host Force arrangements, if approved). A detailed implementation plan with associated transition and set-up costs would be produced and a savings plan will also be created. .

Step 3 - Convergence

This phase sees the restructure of the organisation into a more centralised set of functions. A Joint ICT Strategy will also be developed, setting out the approach to reducing the number of disparate systems to a much smaller number of centralised applications serving the three forces

The outcome of this final phase leading to steady state is that the three forces are operating a considerably simplified landscape of systems and infrastructure.

6.6 Section 23

All phases of the plan will require a Section 23 to be signed creating the legal basis for the collaboration. This will be progressed as a matter of urgency during the first phase. The agreement will require a clear governance to be created and this is outlined in more detail elsewhere in this document.

6.7 First year programme costs

The programme costs required for the first year (until FYE 2012) transition to Phase 3 with regards to the Programme Manager and Programme Team are already accounted for within the Organisational Support and Collaboration Co-ordination Teams. There is currently dedicated resource working on this.

6.8 Risk management strategy

A full risk register will be maintained throughout the three phases of the implementation. The following table defines the most significant risks for the implementation and shows how the risk will be mitigated.

Risk	Mitigation
1. Lack of HR capacity may delay the benefits being realised.	Early engagement with local HR teams.
2. Short term savings plans create a tension with long term strategy	Flexible approach to responding to local pressures with a long term view.
3. Loss of skilled staff may slow the required rate of change.	Communication plan with reassurance message.
4. Business as usual may deteriorate if resources are diverted.	Ensure that plan is progressive but evolutionary not disruptive and revolutionary.
5. Governance approval cycles make decision making unwieldy,	Use of efficient structure outlined in this document is designed to mitigate this risk.

6. It may be difficult to agree on long term structures until there is a single SMT

The appointment of Senior Management Team needs to be priority of implementation team.

6.9 Benefits realisation plan

A clear savings profile will be published that will allow financial benefits to be planned, delivered and reported upon.

**BEDFORDSHIRE, CAMBRIDGESHIRE & HERTFORDSHIRE POLICE AUTHORITIES
JOINT COLLABORATION WORKING GROUP (JCWB) HELD ON TUESDAY 21 JUNE
2011.**

PRESENT:

Members (Hertfordshire)

David Lloyd ,Stuart Nagler, Kevin McGetrick, Ron Tindall

Members (Bedfordshire)

Peter Conniff, (Chair), Linda Hockey

Members (Cambridgeshire)

Ruth Rogers, Victor Lucas, Matthew Lee, Shona Johnstone

Officers (Hertfordshire)

Deputy Chief Executive Tania Eagle, James Hurley. Director of Resources,

Officers (Bedfordshire)

DCC John Fletcher, Chief Executive/Treasurer Stephanie McMenemy, Janet Wardell
(Member Services Manager)

Officers (Cambridgeshire)

Chief Executive Dorothy Gregson

Collaboration Team

Steve Ottaway, Programme Director, Phil Wells (Newly Appointed Programme Director)
Catherine Shepherd, Communications

PART 1

1. APOLOGIES FOR ABSENCE:

Apologies for absence were received from Peter Hollick, Kathy Johnson, DCC John Feavours

2. MINUTES

The minutes of the meeting held on 27 April 2011 were confirmed subject to the list of attendees from Cambridgeshire Police Authority being amended to show the attendance of Shona Johnstone and not John Batchelor

3. MATTERS ARISING

Item 6 – Command and Control

Mr Ottaway advised that negotiations with the supplier were progressing well

5 UPDATE ON COLLABORATION PROGRAMME

The Group received a progress report from Steve Ottaway. With the exception of Fleet where there were some issues that needed to be resolved the workstreams were on target to deliver the programme as planned. Members commented that the timescale for the delivery of the programme between now and October was intense but were assured that this was achievable as a phased implementation had been adopted for the four areas of Protective Services.

The following were highlighted:

- Joint ACC Protective Services – since the last meeting it had been agreed that the post holder would be based at Letchworth. The support structure for the post was still being worked through.
- Contact Management – scoping had commenced and work was being undertaken with Staff through focus groups. Comparisons were also being conducted against other forces.
- Traffic Prosecutions (Safety camera, road traffic collisions & central ticket Office) – scoping and options would be completed in September
- Organisational Support – Serco Consultants had been appointed to progress the workstream
- Firearms – Possible delay to the project may occur as negotiations with Airport Operator continue about the level of security required at Luton Airport.
- Members queried the progress being made by the groups and received the following assessment :
HR Advisory Group – Amber due to the scale of work and timing
Mobile Data Strategic Group – Amber
ICT strategic Group – Green

RESOLVED

That progress of the Collaboration Programme be noted.

6 SCOPING/ OPTIONS PAPERS

Steve Ottaway reported that the Collaboration Team had completed the initial Scoping and Options phase of its process in respect of four functions within the Protective

Services arm of the programme, namely: Professional Standards, Major Crime, Firearms and Scientific Services. This work has been completed within the timetable set out at the start of the programme. The scoping and option paper for each were submitted to the Group for information purposes.

It was noted that Scoping and Options papers had been considered by the Collaboration Programme Board on 6th June 2011 when the preferred options were approved for development into full business cases. In total the preferred options set out in the Scoping and Options papers propose annual savings in excess of £2.5 million across the 3 Forces.

The preferred options would be re-examined to ensure that the full implications had been identified with any costs and savings confirmed.

The business cases would then be considered by the Programme Board on 10th August before being submitted to the Police Authorities Joint Working Group for review ahead of the three Authorities being asked for approval.

Mr Ottaway also advised that the earlier collaborations had shown that early appointment of the Head of Unit was essential to successful implementation and therefore sought the Group's approval to start making appointments to the following posts on an interim basis and subject to formal approval of the business cases by the three Authorities. All these posts would be filled from existing employees of the three Forces, there would be no growth and no redundancies as a result of these interim appointments.

The posts to be filled were

Superintendent - Uniform Protective Services (to manage Firearms, Public Order, Dogs and Contingency Planning)

Chief Inspector - Uniform Protective Services (as above but with initial focus on Firearms)

Detective Superintendent, Head of Professional Standards

Head of Scientific Services (a police staff post)

Deputy Head of Scientific Services (a police staff post)

Detective Superintendent – Major Crime Unit

Prior to the discussion on the scoping options the Group agreed that there were 3 key areas that had to be borne in mind if collaboration was to be successful and these were feasibility, risk factor and savings. Mr Ottaway confirmed that the proposed collaborations were not just an add on to existing the Beds/Herts Collaborated units but had been redesigned to reflect the geography of the three counties and also took account of lessons learnt. Also different from the Beds / Herts programme was the target savings that were required.

During the discussion of the documents Members sought assurance that the following matters, which were common to all the scoping documents, had been taken into account and documented

- Benefits Realisation – benefits, other than financial, to be captured,
- HR issues (Terms and conditions particularly around mobility allowances &

TUPE) questioning whether the amber status of the HR Advisory Group was appropriate with the issues that needed to be addressed nationally

- Processes in place to deal with Transition arrangements
- Succession Planning
- Impact of the Olympics
- Change in Culture – working as one Team
- Unit locations in Cambridgeshire should be referred as Hinchingsbrooke and not Huntingdon

Specific Comments in relation to the individual proposed collaborations were as follows

- **Firearms**
- Given the current level of demand for Armed Response it was questioned whether the proposed configuration of the Sergeants posts in the collaborated unit was at the appropriate level. Mr Ottaway advised that the Collaboration Team had recognised this and were currently reviewing the level of Sergeants required in the Unit.
- **Professional Standards**
- Treasurers of Police Authorities had a responsibility to ensure that the Force had an Anti Fraud and Corruption Policy in place and the Treasurer for Bedfordshire sought assurance that a revised policy would be in place by the time the new unit went live. Mr Ottaway confirmed that this was the intention.
- A perceived benefit of the collaborated PSD by the public could be greater independence for dealing with Professional Standards issues and Members asked that this be drawn out more in the scoping document. Members were assured that this aspect would be developed in the Business case.
- The process for Alignment of different approaches to dealing with complaints was questioned and Mr Ottaway advised that the new Head of the Unit would have the responsibility of ensuring that this was done.

RESOLVED

That progress be noted on the Scoping and Options papers that had been undertaken to date by the Collaboration Team and that support be given to commencing the selection process to make the interim appointments to the above posts in order to support the next stage of the process.

7 BUSINESS CASE ICT

The Group considered the business case in respect of the formation of a joint Bedfordshire, Cambridgeshire and Hertfordshire ICT Department

James Hurley presented the outline business case and was seeking an in principle decision for a staged implementation

The key benefits were

- The current levels of duplication between the two ICT departments would be streamlined
- Wider collaboration supported the national agenda for the delivery of ICT in policing
- Savings in the region of 3.6M could be achieved over the next five years

Mr Hurley advised that the collaboration would be complex involving 177 staff for which an employment model would need to be developed. Given the large number of staff involved it was considered advantageous at an early stage to appoint a Head of the unit and a Senior Management Team. The SMT would provide the capability to take forward the Strategic direction and implementation plan and manage the consultation with staff and coordination of the redeployment process. Appointments would be made by September. Members were asked to support this arrangement which required a formal section 23 Agreement. It was envisaged that a detailed set of proposals and an implementation plan would be submitted to all 3 Police Authorities in the Autumn with a view to approving a Section 23 Agreement.

The main point of discussion of the business case related to the number of civilian staff that would be affected and the need to ensure that an effective employment model was put in place. The capability of Unison to help input into the process was also seen to be key and Members were assured that Unison had the capacity to assist. Members also commented that the Business case required more information on the funding arrangements and noted that the Chief Executives supported by the Director of Resources and Treasurers were to review the proportion of the savings but this would not impact on the business case. It was suggested that the business case required more detail around the impact of the national thinking on the delivery of ICT and it was confirmed that that this would be developed more in the detailed business case. The importance of identifying the non-financial benefits of the IT collaboration / redesign and actively managing these was highlighted.

RESOLVED

1. That members instruct Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary to work to establish a Joint ICT Senior Management Team as set out in the outline business case presented.
2. That members delegate the approval of a Joint ICT Senior Management Team Section 23 agreement to the Police Authority Chief Executive.
3. That the detailed business case for the full establishment of a joint department be presented to Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities in the final quarter of 2011. The Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities reserve the right to review their commitment (and the Section 23 agreement) if there is any significant amendments at this time.

8. PROGRAMME RISK LOG

Steve Ottaway updated the Group on the Collaboration Programme Risk Log. He advised that since the last meeting 7 new risks had been added.

Mr Ottaway advised Members that at the conclusion of the meeting he would be meeting with the Chief Executives to discuss the necessary actions that were needed to mitigate the risks to the programme as Police Authorities transfer to the Police and Crime Commissioner.

The risk had been raised at Police Authority meetings that with over 50% of policing potentially being delivered through collaboration the governance arrangements for collaboration needed to be considered including risk management across the three forces. The potential for silo working was cited as a potential risk. Mr Ottaway agreed to take this back to the Board to review the extent of the risk and how it might be mitigated.

RESOLVED

That the Collaboration Programme Risk Log be noted

9 FEEDBACK FROM STAKEHOLDER ENGAGEMENT SESSION WITH POLICE AUTHORITIES JOINT WORKING GROUP – 27TH APRIL 2011

The Group received a summary of the key messages flowing from its workshop session on 'How do we make the Strategic Alliance Work'.

Similar sessions were to be held with key stakeholders and feedback from these sessions would also influence the communication and risk management processes of the programme.

Members from Cambridgeshire sought some reassurance around the plans for engagement with Police Officers and Staff across all the organisations to provide the level of assurance that collaboration was the right way forward and were satisfied that that the current practice of engaging with staff through briefings and focus groups as part of the scoping and business case stages had worked well

10 UPDATE ON HMIC COLLABORATION SUPPORT AND CHALLENGE MEETING

Mr Ottaway reported that the 'Collaboration Support and Challenge meeting' would be held on 15th July. The Chairs, Chief Constables, Chief Executives SRO'S along with the Programme Director would be meeting the HMIC to answer their questions around the collaboration. A report on the findings would be issued but a follow up session was expected to be held in the Autumn.

11 DATE OF NEXT MEETING

It was agreed that if required the next meeting would be held on 18 July @ 2.00pm Venue: Bridgebury House, Woburn Road, Kempston, Bedfordshire. The Items for that meeting were to be discussed with the new Programme Director and Members would

be notified whether or not the meeting would go ahead. Subsequent to this meeting it was confirmed that the July meeting was cancelled.

12 MR STEVE OTTAWAY

The Chair announced that Steve Ottaway was leaving the Hertfordshire Constabulary at the end of June. On behalf of the group the Chair acknowledged that he had been an excellent leader in progressing the collaboration programme and wished him well for the future.

RESOURCES SCRUTINY COMMITTEE

30 June 2011

PRESENT

Mrs F Chapman (In the Chair)

C Atkins, Mr T Brown, Mr P Conniff ,Mrs P Fletcher, Mrs L Hockey,
Mr P Hollick, Mrs K Johnson and Mr J Williams.

An apology for absence was received from Mr L Denny

Officers in Attendance

Mr J Fletcher - Deputy Chief Constable

Mrs K Govier –Assistant Chief Constable (Business Change)

Mr V Hislop - Assistant Chief Officer (Business support))

Mr S Goodwin - Assistant Director (Resources))

Mrs S McMenemy - Chief Executive Treasurer

Mr A Lane - Policy and Project Officer

11 /RS 1

**2010/11 REVENUE ,CAPITAL & TREASURY MANAGEMENT OUTURN
REPORT**

The report of the Chief Constable was submitted which set out the final outturn position for the 2010/11 revenue and capital budgets together with a summary of the variances to the budget. The performance of Treasury Management was also highlighted which had been monitored via the comparison of prudential indicators.

In respect of the revenue outturn there was an under-spend of £0.666M and the capital payments in 2010/11 were £3.805M lower than the revised programme £6.267M.

The report highlighted that with the continuing backdrop of future budget reductions, of around £19.0M over the four year period 2011/12 to 2014/15, it was proposed that all of the 2010/11 under spend be put into a Performance and Change Reserve. This would be used over the four year period to fund one off costs associated with the extensive change programme. It would also be available to the Chief Constable for specific performance initiatives, as approved by the Police Authority.

As part of this strategy it was proposed that the Earmarked Revenue Reserve, Pension Reserve and Collaboration Reserve be amalgamated to form the Performance and Change Reserve..

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In terms of capital payments. It was noted that the resources available in 2010/11 exceeded the requirement to finance expenditure by £3.630M and the method of financing this was considered.

In respect of the proposed Performance and Change Reserve the Deputy Chief Constable sought Members approval to an authorisation process which would enable access to the funds outside of the Committee's meeting cycle. Whilst Members were supportive of the suggestion they wished to see a framework for the planned usage over the four year period and the Deputy Chief Constable could provide Members with some indicative figures.

The Committee agreed to delegate authority to the two Scrutiny Chairs and Chief Executive/Treasurer to progress initiatives up to a total of £250k, on the basis that it met the reserve's criteria. This would enable the Force to manage the first significant change implementation milestone recognising that the success of future change milestone would be impacted by the success of the first. The business cases brought to the delegated group would need to be assessed against the criteria set out above and reported to the October meeting.

At the same time the Committee also asked that the likely demands on the reserves are reflected in the MTRS when it is considered in October, detailing key assumptions. The Committee does not intend to make further decisions on the use of the Performance and Change Reserve until it can test the assumptions and so understand the liabilities that the organisation faces over the four years

There was also a lengthy discussion on whether or not the Performance and Change Reserve should form part of the General Reserve so as to provide greater flexibility in its usage but on balance Members considered that a separate fund would ensure better transparency on the Authority's reserves position.

Members noted that at each meeting it would receive a summary of the latest reserves position.

RECOMMENDED

- 1. That approval be given to the proposed use of the underspending for 2011/2012**
- 2. That the method proposed for financing Capital Expenditure in 2010/2011 as now reported, be approved.**

It was also

RESOLVED

1. That the revenue outturn and the capital outturn be noted
2. That the proposed movements on reserves be approved

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3. That the authorisation process for the utilisation of the reserves in the Performance and Change Reserve as set out above be approved.
4. That the arrangement for the carry forward of resources of £3.631M from 2010/11 to 2011/12 as now reported, be approved
5. That the Chief Executive /Treasurer develop a criteria to be incorporated into the Reserve Policy

11/rs /2 TERMS OF REFERENCE

The Terms of Reference for the new Committee were submitted. The Chief Executive advised that she had not yet had the opportunity to discuss the Committee's workplan with the Chair but would circulate it to Members once it was finalised.

11/rs/3 DECLARATION OF INTERESTS

There were no declarations of personal or prejudicial interests from Members

11/rs/4 BALANCE SCORECARD

The performance scorecard was submitted which provided information to support the monitoring of performance against the Strategic Plan published in March 2011.

Current performance, key challenges and expected future performance were highlighted for each area of the Strategic Intent and issues of particular significance for the Resources Scrutiny Committee had been drawn out.

The Deputy Chief Constable gave a brief overview of current performance highlighting that overall crime was down by 4%. Improvements had been achieved in a number of areas. This was shown by the improved national rankings for detections in burglary and serious sexual offences, recorded level of most serious violence and, most notably, detection for most serious violence in which the Force had risen from 42nd to 36th place. In terms of resources early indications were that cashable savings of £6.2M were expected to be delivered.

The issues of particular significance for the Resources Scrutiny Committee to consider related to the requirement for all Police Officers to undertake a skills audit to ensure the skills available within the organisation could be utilised effectively and any training needs identified, improved performance in sickness absence and a proposal to establish a Performance and Change Reserve for use over the four year period 2011/12. An exception report on Health and Safety performance data was also submitted which highlighted a rise in demand for Welfare services for support around 'work changes'

The main points raised by Members in relation to performance in relation to

**Resources Scrutiny Committee
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the use of resources and managing change were as follows:

(a) Force Governance

Members sought clarity on the structural changes to be put in place as the Strategic Alliance developed and more than 50% of policing could be delivered through collaboration. In response the Deputy Chief Constable advised that the Terms of Reference for three Boards were currently being drafted. Each Board would have a particular responsibility for the Strategic Alliance's portfolio, its programme and performance. These boards would provide the potential to ensure that the performance of the three forces and the savings were closely aligned. Members would be kept informed of the progress being made to implement the governance arrangements through its seminars. Flowing from the necessity to introduce such arrangements as part of the Strategic Alliance Members asked about the implications for the Bedfordshire workforce particularly for local policing as this did not form part of the collaboration programme. In response the Deputy Chief Constable considered that the long term implications would be significant but the evolving governance structure would provide the opportunity to be more transparent and more joined up on how local policing was to be supported.

(b) Resource Management Unit (RMU)

The RMU had been established to support the effective force wide deployment of police officers and operational staff. The Authority's Lead Member commented upon the enthusiasm of the team but required reassurance that arrangements had been put in place around succession planning. In terms of the work of the unit Members commented that the time debt had been shown in the Statement of Accounts as £5M and asked how this would be managed down. Highlighting also the health and safety implications. Also the implementation of the new duty planning system would provide significant benefit to the work of the unit and Members required assurance that it would be implemented on time.

The Assistant Chief Officer (Business Support) considered that the point was well made around the need for succession planning in a new unit that dealt with complex issues and assured members that the force's processes for dealing with succession planning would apply to the RMU. In relation to the duty planning system he advised that the go live date of 3rd October was still expected and the system would be introduced over 3 phases. Phase one would commence in October, phase 2 in December and phase 3 in March. In terms of the time debt, data were to be provided by the RMU to help develop a strategic approach to reducing it. Members were assured that any best practice in other forces for dealing with this issue would also be taken into account when developing the strategy.

(c) Training

Training needs were being prioritised for officers being deployed into new roles. Members were provided assurance that PCSOs had been included. Members were also assured that as had been identified through Members recent dip sampling of the complaints files, training on special needs was being taken forward by the Learning and Development Department. Members also

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30 June 2011**

received confirmation that the PDR process across the Strategic Alliance would be common to all.

(d) Sickness Levels

Members questioned whether or not the Olympics together with Bedfordshire's own Festivals would impact upon the improved performance seen in sickness levels. The Assistant Chief Officer (Business Support) advised that this was being addressed through the introduction of a revised policy on annual leave for April to September 2012 .

(e) Workforce Contribution

Members questioned the level of Officers reported as being employed in business support departments and accepted the Deputy Chief Constable's response that this would reduce as the force moved Officers to the frontline under the business change process.

(f) Matters relating to Performance

Members raised some issues which fell within the remit of the Performance Scrutiny Committee .These were around the reasons why overall performance had improved and why satisfaction with follow up continued to be a poor performing area for the force. On the first point Members were satisfied that force had a clear focus and processes in place to drive though performance improvements and were pleased that the Force were trying to mitigate against a decline in performance whilst going through a structural change. With regard to the poor performance around follow up Members of the Performance Scrutiny Committee would receive an update on the drive to improve this area of performance.

RESOLVED

That the report be noted and the assessment that resources are being used to progress to an effective and efficient delivery of the Strategic Intent be endorsed.

11/rs/5

BUSINESS CHANGE – SEQUENCING PLAN

The report of the Chief Constable was submitted which described the controls that had been established to oversee the key change initiatives which would deliver financial savings and improved capability. This included the implementation of the functional model of policing The report also highlighted the implementation schedule for the planned changes.

Members were assured that the new structure would be in place on 3rd^t October and were also assured that staff were being fully consulted on the changes and the feedback had been welcomed. The Vice Chair through a HR Lead Member role provided Members with further reassurance that there was confidence among staff about the new structure. The Compliance and Risk Management Committee had also been given reassurance that the redundancy

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processes in place were sound.

RESOLVED

That the Committee notes the controls put in place to deliver the 2011/12 budget including the Restructure Programme and accepts the advice that these are sufficient to mitigate the risks to successful delivery.

11/rs/6

MEDIUM TERM RESOURCE STRATEGY 2011/12 – 2014/15

The report of the Chief Constable was submitted which set out the human resource and financial implications of the Medium Term Resource Strategy.

The report focused on the budget for 2011-12, savings required to deliver the Force's objectives within the revenue budget, changes to budget monitoring that have been introduced and the 2011/12 Forecast outturn. The report then considered the medium term financial strategy for the years 2012/13, 2013/14 and 2014/15.

The main points raised by Members were as follows

(a) Funding for PCSOs

Given that there was a significant role for PCSOs in the new Local Policing structure Members questioned future funding. Members were advised that PCSO Government funding had been ring fenced for the next two years but it was anticipated thereafter the Force would need to be convinced they were supporting service delivery to guarantee future funding. Greater clarity around their future role was developing and will be introduced from in October.

(b) Anticipated Savings

Special Priority Payments (SPPs)

Additional savings were anticipated in the approval of SPPs. The payments for 2011/12 were to be considered and the discussion would focus on the amount to be paid rather than significant reductions in the number of Officers eligible.

(c) Overtime

The process for Monitoring Overtime was outlined and Members given assurance that representatives from the Resource Management Unit would be part of the monitoring process.

(d) Pressures for the Preparation of the 2012/13 Budget

Members were asked to consider the issues that might have to be borne in mind for the preparation of the 2012/13 budget and these were considered to be: retaining the current level Council Tax, fluctuation in inflation rates, introduction of the Police and Crime Commissioners, the Winsor Review (Police Conditions and Pay) and the Neyroud Review (Leadership and Training)

**Resources Scrutiny Committee
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RESOLVED

1. That the approach taken to develop a Medium Term Resources Strategy be endorsed
2. That issues highlighted above be agreed as those matters that may affect the future resources position.

11/rs/7

CAPITAL AND ASSET MANAGEMENT REPORT 2011/12 – 2014/15

The joint report of the Chief Constable and Chief Executive was submitted which focused on the ICT, Estates and Fleet strategies providing information and detail for scrutiny on progress against the individual strategies and also providing the financial information that supports this information, which then subsequently drives the financing of the programme

The report also provided the Committee with an update of the three main asset strategies of the Force, ICT, Estates and Transport, and reflected upon the capital programme from 2011/12 to 2014/15.

As part of the revised Capital programme the Committee was asked to agree to an increase in the cost of the CCTV replacement project by £0.050M to £0.290M This expenditure was required to commence work in Luton and Bedford in October and November .As the internal restructuring was now much more defined it was envisaged that to enable the Force to cope with demand through its custody suites that Dunstable custody suite would continue to be used and therefore further expenditure would be required to improve the CCTV capacity and details would be brought to the next meeting.

During the discussion on the report Members were provided with further clarity on the reasons why Cambridgeshire Constabulary had not yet made a commitment to join the Chiltern Transport Consortium. Further progress would be reported through the Joint Police Authorities working Group. It was noted that Cambridgeshire Constabulary were looking at Chiltern Air Support Consortium but until the position around the introduction of a national air support was clearer it was unlikely that they could join the consortium at this stage. In relation to the Estates Strategy Members asked for an update position on the planning application to develop the HQ site and the Assistant Chief Officer (Business support) agreed to circulate a briefing note. In terms of the ICT Strategy Members were given assurance that a mechanism was in place to ensure that the projects in proposed Strategic Alliance ICT Collaboration would be aligned with those in Regional Strategy.

RESOLVED

That the commencement of the custody CCTV project be approved at the revised cost of £0.290M

11/rs/8

2010/11 STATEMENT OF ACCOUNTS

The Chief Executive/Treasurer submitted the draft Statement of Accounts for

**Resources Scrutiny Committee
30 June 2011**

2010/11. In presenting the accounts to the Committee it was noted that Compliance and Risk Management Committee, at its meeting on 14 June 2011, had approved the Annual Governance Statement and the Accounting Policies for the Accounts.

All Members of the Committee had been invited to a training session on the 2010/11 Statement of accounts and the Chief Executive highlighted the adjustments that had been made to the Statement of Accounts since the training session.

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 27 June 2011 and would be completed by 12 August 2011. The audit opinion was expected in September in time for consideration by the Compliance and Risk Management Committee at its meeting in September.

RESOLVED

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

11/rs/9

REVIEW OF THE FINANCIAL MANAGEMENT SCHEME

The joint report of the Chief Constable and the Chief Executive was submitted which provided the Committee with an updated Financial Management Scheme adjusted to reflect the changes in the Authority's Committee structure and the Force's new functional delivery model.

RESOLVED

That the changes Financial Management Scheme be approved



COMMITTEE AND MEETING DATE	POLICE AUTHORITY 22ND JULY 2011
AGENDA ITEM No:	10
TITLE:	FROM POLICE AUTHORITIES TO POLICE AND CRIME COMMISSIONERS: GOVERNANCE ARRANGEMENTS FOR TRANSITION
DATE OF REPORT:	6th July 2011
REPORT OF:	CHIEF EXECUTIVE/TREASURER
AUTHOR:	DEPUTY CHIEF EXECUTIVE
ACTION REQUIRED:	APPROVAL
APPENDICES:	DRAFT TERMS OF REFERENCE/PROPOSED BOARD MEMBERSHIP DRAFT OUTLINE PROGRAMME PLAN

EXECUTIVE SUMMARY:

The Coalition Government has restated its intention of introducing elected Police and Crime Commissioners from 3 May 2012. Notwithstanding the lengthy passage of the Police Reform and Social Responsibility Bill through Parliament there is now a relatively short time period available in which to implement the necessary transition arrangements.

One of the Police Authority's key strategic risks is the uncertainty surrounding the governance arrangements. This report outlines the necessary actions required to mitigate this risk. The establishment of a Transition Programme Board is now required to oversee the smooth and successful transition from police authorities to police and crime commissioners.

A number of assumptions have been made in developing the arrangements and will be reviewed once the Bill gains Royal Assent, probably in the autumn.

RECOMMENDATIONS:

Recommendation 1:

That a Transition Programme Board is established to oversee the successful transition from the existing police authority to the office of the police and crime commissioner.

Recommendation 2:

That the membership of the Programme Board is confirmed.

Originators: Dr Julie Wymer, Deputy Chief Executive

Date: 6th July 2011

Telephone No: 01234 842283

E-mail: Julie.Wymer@Bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

Bedfordshire Police Authority 2011/15 Business Plan

Police Reform & Social Responsibility Bill 2010

Presentation to Police Authority seminar 13/7/11

Home Office: The Equality Impact Assessment Report – Police and Crime Commissioners. 2010

APA briefings distributed with Police Authority weekly news round-ups.

ADDITIONAL PAPERS:

Model templates developed by APACE and a range of Police Authorities.

Home Office draft protocol governing arrangements between the Police & Crime Commissioner, the Police and Crime Panel, the Chief Constable and the Home Office.

Letter from Policing Minister – Transfer of Police Staff. Home Office June 2011

1. INTRODUCTION

- 1.1 The Police & Social Reform Bill, published in November 2010, made provision for changes to police accountability and governance. The Coalition Government has committed to replacing police authorities with an elected police and crime commissioner (PCC) from May 2012.
- 1.2 The passage of the Bill through Parliament is still to be completed with the committee stage in the House of Lords due to conclude by mid-July. A period of negotiation between Members of Parliament and the Lords will then take place. Whilst it is technically possible that the Bill could receive Royal Assent before the summer recess it is more likely that the timing will slip to the autumn.

The transition from Police Authorities to Police & Crime Commissioners is an identified risk within the Police Authority's Business Plan. Although full details of the legislation and policy development may not be known until the autumn there is now a relatively short timescale in which to plan and implement the changes and manage the risks associated with the transition process.

- 1.3 This report begins to address the risk by establishing a Programme Board to aid a smooth and successful transition to a different set of governance arrangements. The setting up of the Programme Board and early development of an implementation plan will be based on the following assumptions:
- That the Police Reform and Social Responsibility Bill gains Royal Assent in time for the electoral arrangements to be made for 3rd May 2012;
 - That there is capacity within the existing Authority staff to deliver the programme of work;
 - That transitional work undertaken before 31/3/2012 will be met by the Authority's 2011/12 budget;
 - That funding arrangements for the Police & Crime Panel will not fall to the Police Authority;
 - That the cost of the election will not fall to the Police Authority.
- 1.4 An internal audit, planned for later this year, will provide the Authority with assurances that the arrangements put in place are appropriate for managing the transition process.

2. STATUTORY REQUIREMENTS

- 2.1 The Police Authority has a statutory duty under the Police Act 1996 to ensure that Bedfordshire Police delivers an effective and efficient service. The Police Authority will continue this duty through the delivery of the 2011/12 Business Plan, 2011/12 Strategic Plan and the committee system. The duty remains for the Police Authority until it is replaced by the Police and Crime Commissioner. The Transition Board will need to ensure that appropriate safeguards are in place for the Commissioner to take over the statutory duties within the first few months of being in office.

3. ARRANGEMENTS TO TRANSITION FROM POLICE AUTHORITIES TO POLICE AND CRIME COMMISSIONERS

- 3.1 The 2011/15 Business Plan makes provision for establishing a panel or board to manage the transition process.
- 3.2 Members are asked to support the following proposals:
- 3.3 A Programme Board¹ is established with the purpose of:
- Establishing the local policing body² as a creature of governance
 - Establishing the local policing body and Chief Constable as organisations in their own right.
- 3.4 The proposed membership, as set out in appendix A, is supported. Discussions are due to take place with Local Authorities and other agencies to determine the appropriate representation.
- 3.5 The Programme Board will report quarterly to full Police Authority.
- 3.6 The first meeting of the Transition Board will take place in early September. The Board will be asked to consider delegated authority to ensure decision-making can be carried out in a timely manner and at the appropriate level. The Board will also consider an outline programme implementation plan³, a resources plan, a communication plan for transition and a risk register. Included in the resources plan will be consideration of the Police Authority's own External Contracts.

4. SERVICE/FINANCIAL IMPLICATIONS

4.1 Value for Money - Best Use of Resources

- 4.1.1 Where necessary the Authority will explore the use of additional resources. Discussions are currently on-going with Hertfordshire and Cambridgeshire Police Authorities to identify common areas of work and to the sharing of resources.

4.2 Asset Management

- 4.2.1 The period leading up to, and following the election of the Police and Crime Commissioner will be uncertain time particularly for existing police authority staff. Although an assumption is made that the transition arrangements will be delivered by existing staff this period of uncertainty could impact on the resilience and capacity of the staff to deliver the transition arrangements.

¹ Appendix A sets out draft Terms of Reference for the Transition Board

² The Bill refers to the Police & Crime Commissioner as 'The Local Policing Body'

³ See Appendix B

4.3 In year budget and medium term financial plan

4.3.1 Transitional costs from 1st April 2012 will be approved in the 2012/13 budget. One significant caveat to these assumptions is the work associated with the need to split assets between the local policing body and the Chief Constable, should the latter be created as a corporation sole. Such costs may continue into 2012/13 and may include:

- Insurance costs
- Specialist legal costs
- Asset transfer costs
- Advisory/consultancy costs
- Other 3rd party costs
- PCC remuneration costs

4.4 Outcome of equality impact assessment

4.4.1 The Home Office conducted an impact assessment on the introduction of elected police and crime commissioners. Potential impacts have been identified and are set out below:

- The possible lack of diverse individuals who would stand for election
- The low turn-out of certain diverse groups at elections
- An unrepresentative Police & Crime Panel

4.4.2 Actions to mitigate potential risks include work with the electoral commission and statutory duties in respect of equality and diversity placed on the commissioner.

4.4.3 The implementation plan, which will include the development of a resourcing plan and communications plan, will be impact assessed and findings reported to the Programme Board for consideration and action.

4.5 Outcome of community consultation and feedback

4.5.1 The Police Authority will develop a communication plan for the transition which will include engagement with local communities. The Police & Crime Commissioner will have a statutory duty to engage with local communities.

4.6 Relevant risks as defined in the current risk register and how actions/decisions taken will help mitigate risk.

4.6.1 The transition from Police Authorities to Police & Crime Commissioners is an identified risk within the Police Authority's Business Plan.

4.6.2 This report sets out the governance arrangements for the transition.

- 4.6.3 A risk register will be developed as part of the implementation plan and will be monitored by the Programme Board, feeding into the Compliance and Risk Management Committee as appropriate.

5. CONCLUSION

- 5.1 This reports assumes that the Government will be successful in introducing the Police Reform and Social Responsibility Bill onto the statute book by the autumn of 2012 and that supporting secondary legislation passes through the approval process in time to allow elections to take place on 3 May 2012.
- 5.2 Arrangements to transition from Police Authorities to Police and Crime Commissioners are now required and this report sets out the governance arrangements to oversee the implementation of the transition plan.

RECOMMENDATIONS

Recommendation 1:

That a Transition Programme Board is established to oversee the successful transition from the existing police authority to the office of the police and crime commissioner.

Recommendation 2:

That the membership of the Programme Board is confirmed.

Appendix A**DRAFT****Terms of Reference⁴**

The aim of the Programme Board is to ensure:

- The establishment of the local policing body as a creature of governance
- The establishment of the local policing body and Chief Constable as organisations in their own right.

The Board will:

- Agree the programme plan, defining requirements, deliverables and milestones to enable, as far as possible, a seamless transition from the Authority to the Police and Crime Commissioner
- Have regard to any measures taken by the Government e.g. guidance, regulations, outputs from the Home Office transition board
- Release the necessary resources required to enable transition
- Monitor progress against the programme plan
- The Board may receive documents of the Authority or stakeholder bodies and require officers, members and staff to any of its meetings to facilitate the achievement of its objectives
- The Board may, at its discretion, invite other individuals, representatives and others to make presentations to its meetings or provide written submissions, where it would assist in meeting the overall objective
- Ensure the overall project is managed successfully
- Support the Senior Responsible Officer in planning, managing and implementing the agreed plan
- Ensure that there is appropriate co-operation and co-ordination of the work of this programme to facilitate and enable decisions to be made at the appropriate level of programme management structure
- To report on progress and seek any relevant decisions from the Authority
- To ensure that there is appropriate quality assurance during the progress of the project
- To ensure that the costs of the programme are captured and monitored

⁴ Terms of Reference, Board Membership and outline programme plan adapted from templates devised by West Midlands Police Authority, Hertfordshire Police Authority and Durham Police Authority.

Membership of the Programme Board

Peter Conniff - Chair of the Police Authority

Linda Hockey - Vice-Chair of the Police Authority

Stephanie McMenemy - Chief Executive/Treasurer, Senior Responsible Officer and Chair of the Programme Board

Julie Wymer – Deputy Chief Executive and Programme Manager

Vince Hislop – Assistant Chief Officer – Business Support

Attendance as necessary:

Chief Constable

Local Authority Community Safety lead

Local Criminal Justice Board representative

Returning Officer for elections

Local Authority representative (Police & Crime Panel)

Others as appropriate

Appendix B

DRAFT

Outline Programme Plan

The areas listed below will be subject to change as amendments to the Bill are made over the next few weeks. All areas will need to be scoped to develop a detailed implementation plan.

Financial Management – including the budgets, auditing function and new financial management arrangements/processes

Communications and Marketing – including pre-election packs for potential candidates and website information. New corporate image, brand, website, community engagement

Asset Transfer – including staff, estates, ICT, fleet and other contractual arrangements such as collaboration

Partnership Arrangements – community safety and criminal justice

Planning – A policing plan will be required by the end of March 2012, however the PCC will want a police and crime plan in place once they are elected

Governance and administration – including PCC induction, support arrangements, relationship management

DRAFT

COMPLIANCE & RISK MANAGEMENT COMMITTEE

14 June 2011

PRESENT

Mr T Brown (In the Chair)

Mrs F Chapman, Mr P Conniff, Mrs D Gurney, Mrs P Fletcher,
Mrs L Hockey, Mrs K Johnson and Mr I Mackilligan

An apology for absence as received from Mr S Choudhry

Officers in Attendance

Mr J Fletcher - (Deputy Chief Constable)
Mr V Hislop - (Assistant Chief Officer (Business Support))
Mr S Goodwin - (Assistant Director - Resources)
Mrs S McMenemy - (Chief Executive/Treasurer)
Mr A Lane - (Policy and Project Officer)

Also in attendance

Mr P King – District Auditor – Audit Commission
Mr N Gibson- Audit Manager Audit Commission
Mr M Jones- Chief Internal Auditor RSM Tenon

11/c/1

TERMS OF REFERENCE

The Terms of Reference for the new Committee were submitted. The Chief Executive orally reported upon some minor changes to the Terms of Reference to better reflect the submission of annual reports to the Committee and the introduction of a new grading structure for internal audits.

The Internal Auditor sought clarity on the Terms of Reference which dealt with the Risk Management Policy and the Chief Executive provided this.

Members had been circulated a copy of the Committee's work plan for the year which cross referenced the Terms of Reference to provide the assurance that the Committee would meet its obligations.

The Chief Executive assured Members that all outstanding issues from the Committees and Panels in the Authority's previous Committee structure had been incorporated into the appropriate work plans of the Committees in the new structure. Where this

was not appropriate they would specifically to be raised through the new structure to ensure that no issues were lost.

11/c/2 DECLARATIONS OF INTEREST

There were no declarations of personal or prejudicial interests from Members

11/c/3 RISK MANAGEMENT – PROGRESS REPORT /WAY FORWARD

The joint report of the Chief Constable and Chief Executive/Treasurer was submitted which highlighted the draft key findings and proposed recommendations of an internal audit of risk management, the recommendations highlighted a weakness that risk management was not embedded fully in the day to day business. The Force therefore proposed to align the risk management process with the strategic planning process which would be captured through the Organisational Strategic Assessment (OSA). The report set out how the establishment of an Organisational Strategic Assessment Working Group would be pivotal in identifying changed or new inputs to the strategic direction and making an assessment against the strategic outcomes and performance ambition. This assessment would provide an effective framework for taking informed decisions about risk.

The report also considered potential strategic risks that had been identified through the OSA, Strategic Plan and Strategic scanning which would be analysed for inclusion in an updated risk register. During the discussion on the new process Mr Jones, the Chief Internal Auditor, supported the approach, aligning risk management and Strategic planning, but suggested the Committee would need to understand the process to be used to monitor the risks. On the latter point the Chief Executive reminded members that its role was to have oversight of the risks for the force and the Authority. The decisions from the Organisation strategic Assessment (OSA) Working Group would also inform the Scrutiny Committee reports and the Compliance Committee would therefore need to understand what areas were being focused on and if sufficient resources had been allocated. It was therefore important that the Authority had sight of the recommendations from the working group and whilst the Police Authority Staff were represented on this group the DCC suggested that the Internal Auditor initially be part of the group to provide some guidance and challenge. This was supported. Members also asked that consideration be given to extending the

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14 June 2011

membership of the OSA Working Group to include officers from the community safety partnerships and the Deputy Chief Constable agreed to give this consideration before the Partner Practitioner events on 22nd and 24th June.

Minutes from the OSA Working Group would be circulated and feedback sought but the Committee delegated approval to the Chief Executive and Chair of the Committee to progress enabling the next meeting to consider a revised risk framework rather than a further proposal.

In terms of the current mainstream risks, which were around collaboration and the change programme, Members considered that they would need to take assurance on risk management across the whole organisation and asked for this to be shown in a diagrammatic format. Members questioned whether or not risk governance arrangements for the Strategic Alliance should sit within the remit of the OSA working group or the Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities Collaboration working group and on the advice of the Deputy Chief Constable it was considered that this was a role for the Joint Police Authorities Working Group as they monitored the risk register for the collaboration programme. In terms of the change programme guidance was being developed to ensure that the change programmes of the three police forces were aligned.

RESOLVED

1. That Members support the integration of the Force Strategic Risk Register into the Organisational Strategic Assessment process, monitored through the Compliance and Risk Management Committee with details of how the monitoring role will be exercised coming to the next committee..
2. That the Committee confirms the Strategic risks listed in Section 4.2 of the report to be considered through the new integrated process
3. That Members agree that the Strategic Risk Register be fundamentally reviewed to align it to the strategic direction,

with agreement of appropriate controls, under a revised Risk Management Policy and this revised risk register be presented to the next meeting

11/c/4 REPORTS OF THE EXTERNAL AUDITOR

The Chief Executive provided an overview of the External Auditor's finalised 201/11 Audit Plan and the 2011/12 Audit Fee letter.

The External Auditor attended the meeting to present his reports and answer Members questions.

Members noted the contents of the finalised External Audit Plan for 2010/11 the planned fee for which was £78,500 with net costs after rebates falling to £72,048 and were pleased to learn that the Auditor did not see any unforeseeable difficulties for the Authority in delivering IFRS compliant accounts and that at this stage there were no specific risks identified around VFM requirements.

In respect of the 2011/12 audit fee this was £72,220. The External Auditor mentioned additional rebates were being considered and authorities would be notified in the summer if this was the case.

The Chief Executive highlighted that benchmarking had been undertaken against the 2011/12 individual scale fees published for police authorities on the Audit Commission's website and Bedfordshire Police Authority had the lowest fee of any police authority nationally.

Mr King also provided an update on the implications of the abolition of the Audit Commission. He particularly highlighted that from 2012/13 there were proposals to outsource external audits but the details about how this would be managed were not known. The Chief Executive assured Members that the implications of this would be taken forward through the Authority's Transition Panel.

RESOLVED

1. That the External Audit Plan for 2010/11 and the proposed audit fee of £78,500 be approved
2. That the 2011/12 Audit Fee Letter and the scale fee reductions for 2011/12 currently indicating a fee of £72,220

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be noted.

11/c/5 **REPORTS OF THE INTERNAL AUDITOR**

The Chief Executive presented an overview of the work completed to date against the Internal Audit Plan for 2010/11 and 2011/12 together with the findings of the Annual report for 2010/11.

(a) INTERNAL AUDIT PLAN – 2010/11-- 2011/12

Mr Mark Jones the Chief Internal Auditor from RSM Tenon presented his report on the progress made in completing the work in the 2010/11 plan and on the progress being made in 2011/12 plan.

Appended to the report were the Executive Summaries of the following Audits which had been finalised since the last meeting of the Committee. The rating issued is shown in brackets

Governance (Amber/red)
Review of Counter Fraud Arrangements (good Progress)
HR – Review of Redundancy Policy and Operating Procedures -
(Advisory Audit)
Health and Safety (Amber/green)
Payment and Creditors (Green)
Fixed assets, Inventory and Insurance (Green)
General Ledger (Green)
Follow up (adequate Progress)

It was noted that there was one internal audit for 2010/11 which was not yet complete relating to Risk Management and this had been discussed under Minute No 11/c/3.

Members were reminded that the Audit and Business Assurance Committee had approved the 2011/12 plan at its meeting in March and agreed that it should be reviewed at each meeting of the Compliance and Risk Management Committee and Members noted that no amendments had been made to the Plan.

So far in the 2011/12 plan one follow up audit had been completed in relation to the Storage and Disposal of Controlled Drugs.

This Audit had been prioritised at the last meeting of the Audit and Business Assurance Committee and concluded that

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adequate progress has been made to address the most significant recommendations. A follow up audit was planned for January 2012.

During the discussion on the outcome of these audits the following issues were raised.

(a) 2011/12 Plan

The outcome of five risk based audits would be presented to the next meeting of the committee. Members commented that the scheduling of the Audit relating to HR Redundancy review would not allow for a written report to be submitted to the Committee. The timing of this audit was key as there was currently a skills audit being undertaken of Constables, Sergeant and Inspectors as part of the change programme. The Assistant Chief Officer (Business Support) advised that the timing was dependent upon the scope of the Audit but would pursue this.

(b) Force Governance

Members were satisfied about how the skills mix in Force governance structures was being captured. Members commented that the force wide skills matrix was to be undertaken but was dependent upon the implementation of the HR Global Resourcing System and questioned when this would be operational. The Assistant Chief Officer (Business Support) confirmed that the system would undergo a phased implementation from October this year and the skills matrix would be captured in the first phase.

(c) Review of Counter Fraud Arrangements

Members noted that the delay in the recommendation to publish an Anti Bribery policy had been due to a change in the implementation date for the Bribery Act which was now 1st July. Assurance was given that this action would be completed. Members were also assured that other recommendations relating to the introduction of the Police and Crime Commissioner would be considered through the Authority's Transition Panel.

(d) Health and Safety

Two actions had not yet been implemented from the Audit and these related to the Working Time Directive and recording employees' hours on the Duty Management System; this latter action being dependent upon the implementation of the GRS system. The Chief Executive questioned why the Force Health and Safety Committee had not met for some months so that both

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national and local issues could be progressed. The Assistant Chief Officer (Business support) advised that membership of this committee had been directly impacted by the move to a functional policing model and was being looked at, going forward, at the present time. He said that best endeavours would be used to diarise a meeting within the next month or so.

(e) Follow Up

The report had highlighted two instances where progress reported to committee was different from internal auditor's follow-up findings. The Assistant Director (Resources) confirmed that one recommendation related to partnerships and had been missed and therefore there was a lesson learnt around ensuring that there was reconciliation with all reports. The other recommendation related to the Procurement system had been implemented but had then been highlighted again following the collaboration. On this latter point the Chief Executive would take forward with colleagues in the strategic alliance the need to ensure joined up working.

(f) Storage and Disposal of controlled drugs

Members were assured that a zero level of tolerance had been adopted around the use of old forms for recording of items.

(b) INTERNAL AUDIT – ANNUAL REPORT 2010/2011

The Committee considered a summary of the Annual Internal Audit Report for 2010/11

The report highlighted the Audit approach undertaken, for each of the 18 areas which had been reviewed together with the number of recommendations issued in each category (high medium, low) and the overall level of assurance given opinion (Red, Amber, Green)

Appended to the report were details of the specific risks that had been considered as part of each of the audits undertaken.

The internal auditor's opinion was that the Authority had adequate and effective arrangements (graded amber) in place in relation to governance, risk management and control arrangements however in all three areas they have found weaknesses and proposed improvements which were summarised in the annual report.

The Auditor's were satisfied that the overall opinion could be

used by the Authority in the preparation of the Annual Governance Statement.

(c) INTERNAL AUDIT – PROGRESS ON PREVIOUSLY AGREED RECOMMENDATIONS

The Chief Constable submitted a progress report on implementation of the Internal Audit recommendations

The Committee noted that out of 22 outstanding recommendations, 8 were complete, 2 remained outstanding and 12 had not yet reached their implementation date.

In noting that the recommendation around the use of interpreters was complete Members sought assurance that monitoring was being undertaken to ensure that the anticipated savings were being achieved. The Deputy Chief Constable assured Members that costs had been reduced in line with those expected and that further savings were now being looked for.

As alluded to at the last meeting of the Audit and Business Assurance Committee assurance was given that all the agreed recommendations would be completed by the time the Police and Crime Commissioner was appointed.

RESOLVED

1. That the progress on the 2010/11 and 2011/12 plans be noted.
2. That members accept the internal auditor's opinion that the Authority had adequate and effective arrangements in place in 2010/11 in relation to governance, risk management and control arrangements and agree with the recommendations for three areas of improvements.
3. That the Statement of Assurance detailed in the Annual report be used by the Authority in the preparation of the Annual Governance Statement.
4. That progress on the implementation of the Internal Audit recommendations be noted subject to any matters raised at the follow up audit recommendations deemed to be completed are not reported to the Committee again.

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11/c/6

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 2010/11 Statement of Accounts.

With regard to the MRP (Minimum Revenue Provision) Members were asked to continue to use the figure of 4% as this option was the most appropriate for the Authority.

An updated Code of Corporate Governance and proposed Annual Governance Statement for inclusion in the Statement of Accounts were appended to the report. Members noted that only minor changes had been made to the Code of Corporate Governance.

In discussing the Annual Governance Statement particular consideration was given to the preparation required for the introduction of PCC's which had been highlighted in the section dealing with significant governance issues. The Chief Executive advised that work was being undertaken at a national level on the work streams that each Authority needed to consider to ensure a seamless transition to the new governance arrangements. The Authority's Transition Panel was expected to start meeting in July. Members agreed as there were risks associated with the transition process to the PCC this should be incorporated into the Authority's risk register.

RESOLVED

1. That the proposed accounting policies, now submitted be endorsed for use in compiling the 2010/11 Statement of Accounts and that a MRP of 4% be approved for the 2011/12 accounts.
2. That the draft Annual Governance Statement as now submitted be approved in principle for inclusion with the 2010/110 Statement of Accounts and that the Chief Executive in consultation with the Chair of the Resources Scrutiny Committee approve any amendments.
3. That the Authority's transition process to the Police and Crime Commissioner be incorporated into the Authority's risk register.

11/c/7

REVIEW OF THE EFFECTIVENESS OF INTERNAL AND EXTERNAL AUDIT

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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.

With regard to the External Auditors performance was deemed to be good given that the national agenda had reduced the overall performance from the previous year due to the reduced scope.

The Chief Executive advised that at the conclusion of the Committee meeting scheduled in September Members would hold their annual private meeting with the Internal and External Auditors. The Chief Executive considered that it was in the public interest for the outcomes arising from this meeting to be made available to the public and would give consideration to a process for doing this.

RESOLVED

1. That the Committee agrees that the level of service provided by both the Internal and External Auditor is of an acceptable standard.
2. That the Chief Executive/Treasurer formally write to both parties with the findings of the review.

11/c/8

EQUALITY ANALYSIS

The report of the Chief Constable was submitted which updated members on the progress of undertaking Equality Analysis (formerly equality impact assessments) within Bedfordshire Police. The report outlined the reason for the update, national developments and how Members could be reassured that the future approach to Equality Analysis would ensure that relevant risks were identified and mitigated.

Members were reminded that earlier in the year they had dip sampled four out of the ten Equality Impact Assessments in high risk areas. In each case the standard had been insufficient to identify or mitigate potential risks. One of the assessments, Rape Investigation, had had been reconducted and circulated to Members prior to the meeting for consideration. Members recognised this was a much improved product and were given assurance at the meeting that the consultation and action plan flowing from the assessment were being progressed. In terms of undertaking the Equality Analysis in other risk areas the Deputy

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Chief Constable advised that the Force was currently developing a new Crime Policy under which sat the Standard Operating Procedures for implementation on 1st October. In noting this Members asked that consideration be given to the benefits of undertaking Equality Analysis in relation to high risk areas such as stop and search. Members agreed to receive an exception report on the findings of Equality Analysis at its next meeting. To provide Members with further assurance around the standard of the Equality Analysis Members agreed to undertake some reality checking on EA's prior to the next meeting.

RESOLVED

1. That the Committee be reassured that good quality equality analysis (formerly equality impact assessing) is conducted to ensure that Bedfordshire Police mitigates risks relating to equalities issues and meets its statutory duties under the Equality Act 2010
2. That prior to the next meeting Members undertake some reality checking on the Equality Analysis to be undertaken as part of Crime planning process
3. That an exception report be made to the next meeting on the findings of the Equality Analysis.

11/c/9

POLICE AUTHORITY BUSINESS PLAN LINKED TO POLICE AUTHORITY RISKS

The report of the Chief Executive was submitted which provided an end of year assessment on the 2010/11 Business Plan. The Business Plan was developed to underpin a business model based on risk management and this approach had provided the Police Authority with a structured framework to priority setting and continuous improvement.

The report also considered the 2011/12 Business Plan which sought to further embed risk management through the use of a threat, risk and harm matrix.

The report highlighted significant progress against the Business Plan which had resulted in a review of the Authority's risk register and this resulted in proposed reductions to the Authority's operational risk ratings as detailed in the report. Members noted

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14 June 2011

that a copy of the Force Risk register and not the Authority's risk register had been included in the report.

RESOLVED

1. That the end of year assessment for the 2010/11 Business Plan be agreed.

2. That the Committee approves the proposed amended risk ratings outlined in paragraphs 3.5 - 3.7 of the report

PERFORMANCE SCRUTINY COMMITTEE

5 July 2011

PRESENT

Mrs P Fletcher (In the Chair)

C Atkins, Mr T Brown, Mrs F Chapman, Rev L Denny, Mr I Mackilligan and Mr J Williams

Apologies for absence were received from Mr P Conniff, Mrs L Hockey and Mr P Hollick

Officers in Attendance

Mr A Hitchcock – Chief Constable

Mr J Fletcher - Deputy Chief Constable

Mr A Richer – Assistant Chief Constable (Local Policing and Crime)

Dr J Wymer - Deputy Chief Executive

Mr A Lane - Policy and Project Officer

Ms S Orcheston-Findlay – Community Engagement Officer

Mrs P Brown – Member Support Officer

Sallie Blair – Better Times

11/PS/1

TERMS OF REFERENCE

The Terms of Reference for the new Committee were submitted. Members requested clarification on the statutory roles of the Police Authority in relation to complaints as set out in Section 95 of PACE 1984 and the Police Reform Act 2002.

11/PS/2

DECLARATION OF INTERESTS

There were no declarations of personal or prejudicial interests from Members

11/PS/3

BALANCE SCORECARD - PERFORMANCE

The performance scorecard was submitted which provided information to support the monitoring of performance against the Strategic Plan 2011-2015.

Current performance, key challenges and expected future performance were highlighted for each area of the Strategic Intent and issues of particular significance for the Performance Scrutiny Committee had been drawn out.

The Chief Constable informed Members on the current challenges of the Force to deliver a new police structure, including collaborative working, changes to

governance and back of house business against a 20% cut in budget whilst improving performance. He was confident that these challenges would be met with oversight being delivered through the Strategic Board chaired by the Deputy Chief Constable and the Performance Delivery Board and Tasking Group chaired by the Assistant Chief Constable (Local Policing and Crime).

The Deputy Chief Constable introduced the report to Members; that was presented against the four strands of the Strategic Intent – Protect, Satisfy, Reassure and Efficient. Members were informed that significant changes within the Force had begun on 1 April 2011 and were intended for completion in October 2011.

Members were informed that the Force had new strategic governance arrangements consisting of the implementation of a new Performance Management Framework and the development of Corporate Action Plans. These structures were to be monitored through the Force Strategic Board and Performance Delivery Board and Tasking Group. The new Force Governance arrangements supported strengthened efficiency through closer alignment of performance management with tasking against the intelligence requirement and scrutinising activity for performance delivery. Further support was provided by the Business Change Delivery Group – see later report.

The Deputy Chief Constable informed Members that the overall picture of performance improvement was encouraging with overall crime close to a five year low with a reduction of 4%. He advised that Bedfordshire was not a particularly high crime force area but that it did have a disproportionate level of serious acquisitive crime (SAC) compared nationally. Improvements had been achieved in a number of areas. Burglary of dwellings was down 23% year to date which in real terms equated to 3 less victims per day. The Force position for detections had moved up 3 places nationally. Vehicle crime was down as was Most Serious Violence Detections that had risen 6 places in the first two months of this year. Anti-social behaviour levels were down 12% against the same time last year.

Members were advised that there was still a significant way to go for the Force to achieve its Performance Ambition Year 1 objectives but that performance to date was showing significant improvement. Members were assured that the Force was up to the challenge set to “fight crime and protect the public” more efficiently.

The main points raised by Members in relation to performance were as follows:

- a) Potential for crime levels to rise in the current financial climate.

Members sought reassurance that the Force had considered that crime levels might rise in the current financial climate and that the new structures would be robust enough to identify and deal with this potential challenge. The Deputy Chief Constable was able to reassure Members that the new structure allowed the Force to be more dynamic through having less bureaucracy and improved corporate working and would be able to identify and meet potential challenges of this nature. He informed Members that the move to the functional policing model (with only one policing area) had brought about collaborative working across the Force area rather than silo working and competition, as had been the case when there had been two basic command units (BCUs).

b) Performance and Change Reserve

Members requested and it was agreed by the Force that details of the utilisation of the £1.742M Performance and Change Reserve from 2011-2015 be brought to a future meeting of the Police Authority.

c) Risk

Members requested and it was agreed by the Force that headline strategic risks and mitigations be brought to future meetings of the Police Authority as an ongoing feature of reports.

d) Satisfaction with 'follow up'

Members were disappointed that the level for Satisfaction with 'follow up' was low at 64% and requested information on how the Force intended to raise this level.

Members were assured that data on satisfaction was currently analysed geographically and down to officer level but that no conclusive trend had been identified explaining poor performance on this matter. The Force advised that it was working with Victim Support and that the Deputy Chief Constable was to lead a working group to take a fresh approach on this issue. Members supported partnership working with Victim Support on this matter.

e) Reassurance regarding Safeguarding of Intelligence

Members sought reassurance that incident reports would not go missing as had happened in a recently publicised case which occurred in another force area and had been reported in the media. The Assistant Chief Constable (Local Policing and Crime) advised that, although he could not offer a guarantee that errors would never occur, processes were in place within the Force for call operators and police officers to highlight any such intelligence. He advised that on this type of matter Bedfordshire, as a small force, had an advantage over larger metropolitan forces, particularly as it was a single policing area since restructure.

f) Officer Availability Measure

Members questioned what the Officer Availability Measure as from October 2011 was as mentioned in the balanced scorecard under 'efficient'. The Force was able to advise that a new duty management system was to be introduced in October 2011 which would provide up to the moment availability of officers, including their skill sets, to allow appropriate deployment to incidents. Currently there was a team co-ordinating this activity which is unable to provide as an efficient service as the proposed system. The balanced scorecard was to provide information on levels of % availability of officers once the new system had been introduced and how that matched demand.

Customer Service Managers

Members enquired what had become of the Basic Command Unit Customer

Service Managers and were reassured that these staff had been centralised provide a corporate approach to customer service.

In summation the Chair was encouraged by the performance improvements with recorded crime rates and anti-social behaviour incidents down. However, the 'follow-up' element of satisfaction was still a cause for concern.

RESOLVED

1. That Members acknowledge progress against areas of protection, satisfaction, reassurance and efficiency within the Strategic Plan 2011-2015 and Annual Policing plan 2011-2012.
2. That headline strategic risks and mitigations be brought to future meetings of the Police Authority as an ongoing feature of reports.
3. That details of the Performance and Change Reserve be brought to a future Police Authority meeting.

11/PS/4

BUSINESS CHANGE – SEQUENCING PLAN

The report of the Chief Constable was submitted which described the controls that had been established to oversee the key change initiatives that would deliver financial savings and improved capability. This included the implementation of the functional model of policing (i.e. the Restructure Programme). The report also highlighted the implementation schedule for the planned changes taking full cognisance of the Force's performance ambition. The report highlighted the controls in place to deliver performance improvement during a time of significant business change.

Members were assured by the report of the plans and controls concerning the implementation of the new local policing model, the realisation of benefits and steps being taken to safeguard capability and performance.

Members are assured that police officers and staff had been kept up to date with the significant changes taking place within the Force and understood and were supportive of the restructure albeit that some were facing changes in their roles and possible redundancy.

The main points raised by Members in relation to the report were :-

- a) Effects on Officer and Staff Morale.

Members supported that engagement with officers and staff was being undertaken through the restructure process and efforts were being made to address the consequent discomfort caused. Members questioned the effects of the restructure on morale and were advised that both police officers and staff were potentially affected by the changes. Some police staff were facing redeployment and redundancy whereas police officers were facing role changes and alterations to shift patterns. Members supported that Chief officers had been out around the Force area to address concerns with police

officers and staff. Members supported that 'Vertical Slice' staff engagement was being conducted ensuring that feedback was delivered back and asked for details on this activity to be reported into the Police Authority for assurance.

b) Communication on Restructure to partners and the public.

Members requested information on how changes in policing in Bedfordshire were being communicated to partners and the public. The Force advised that there was an ongoing programme to inform councils, parishes and Neighbourhood Watch teams. A briefing pack was being developed for neighbourhood teams to use. The Force informed that it had been communicating with some parts of the third sector regarding restructure, but that more would be needed.

Members were advised by the Deputy Chief Executive that the Joint Authority and Force Communications Plan was an item on the agenda of the next Police Authority seminar on 13 July 2011. She informed that an internal audit of external communications of the Force was currently being undertaken. Members were also advised that the Police Authority was currently putting together a short briefing paper on Force Restructure that Members would be issued with the following week and that they could hand out to the public.

The Community Engagement Officer informed that consultation through focus groups and surveys with the public had concluded that a vast majority were unconcerned about Force governance arrangements but were concerned that the Police should provide a good service when it was needed.

Members pointed out that visibility and engagement by senior police officers with local communities provides reassurance and confidence and urged that this continued.

Members concluded that communication was key to providing reassurance about the new Force structure to partners, the voluntary and community sector and the public. Members also acknowledged that there was room for improvement in communications within their own organisations to pass on information on matters such as this.

c) Sequencing Plan

Members requested and the Force agreed that sequencing plan contain a critical path, key milestones and progress in a table when submitted to future meetings.

d) Stress Testing

Members enquired if stress testing was being conducted on the initiatives within the Force restructure and were assured that each change was tested as it came on line. The Chief Constable acknowledged that testing would be difficult when the biggest change was implemented in October and advised that the Force was looking to the experience of other forces to try to mitigate any potential problems. In addition, the Force has utilised scenario models to test the future structure. The Deputy Chief Constable assured Members that quality assurance was being supported using the National Policing

Improvement Agency (NPIA) as a critical friend.

In summary, the Chair acknowledged the significant changes taking place within Bedfordshire Police and the committee were very supporting of the approach Chief Officers were taking in meeting with staff and officers to provide reassurance regarding the structural changes.

RESOLVED

1. That Members support the controls put in place to deliver performance improvement during a period of significant business change.
2. That a report be provided to Police Authority regarding the Vertical Slicing engagement activity with the workforce that is being conducted in regard to significant business change within Bedfordshire Police.
3. That the Sequencing Plan contain a table to highlight actions and progress when submitted to future meetings

11/PS/5

QUALITATIVE PERFORMANCE EVALUATION

The Qualitative Performance Evaluation Report was presented by the Assistant Chief Constable (Local Policing and Crime) to show how different initiatives and functional areas were contributing to addressing Serious Acquisitive Crime and Anti-Social Behaviour. The report detailed the considerable work being undertaken to restructure the Force along a functional model and develop a supporting culture of decision-making and prioritisation based on threat, harm and risk. These developments were to help the Force deliver its Strategic Intent and its ambitions regarding Serious Acquisitive Crime and Anti-Social Behaviour. The specific initiatives being developed would directly impact on the ability of the Force to improve performance around Serious Acquisitive Crime and Anti-Social Behaviour through identifying repeat victims, locations and offenders, emergence of a performance framework involving qualitative dip sampling and the use of Integrated Offender Management (IOM) to tackle repeat offending.

The Assistant Chief Constable (Local Policing and Crime) informed Members that detection performance had improved through a number of initiatives including targeting prolific offenders, utilising a flexible and intelligent use of the charging process and rebuilding confidence for officers to use 'taken into consideration' options (TICs)

The Assistant Chief Constable (Local Policing and Crime) highlighted key areas of the report and informed Members that despite significant improvements in performance the Force still had much work to do to achieve its ambitions. He advised that key drivers were the INSPIRE Performance Management System, Integrated Offender Management (IOM) and tactical campaigns.

Consultation Activity

The Community Engagement Officer advised of findings of Police Authority consultation through focus groups which explored participants' views on Serious Acquisitive Crime and Anti-Social Behaviour in order to inform the

committee debate, conducted in May 2011 across the three unitary areas. She advised that neighbourhood teams could use local parish magazines to report local policing issues at no cost and provide reassurance to the public.

Focus Group Findings

Regarding Serious Acquisitive Crime (SAC)

Findings were that when considering all types of Serious Acquisitive Crime (SAC) burglary was found to be a top priority and that of those participating SAC had little overall visibility at all.

Regarding Anti-Social Behaviour (ASB)

Results concerning Anti-Social Behaviour (ASB) found that most people were unaware that ASB was a partnership responsibility. Most people do not know who to contact regarding reporting ASB and for those that do, local authorities were not contacted on this matter because most ASB took place outside of office hours. Participants did not think that ASB was logged by the Police and were concerned that if this was the case no picture could be built up of repeat occurrence. People participating in the focus groups overwhelmingly requested a single contact telephone number to report ASB.

Regarding Crime Prevention

Findings from consultation were that Members of the public do not know where to get advice about crime prevention.

Regarding Integrated Offender Management (IOM)

Most people did not know what IOM or Community Payback Scheme were and given this was an area of investment, evaluation was necessary in order to ensure value for money.

The main points raised by Members were as follows: -

a) Integrated Offender Management (IOM)

Members supported the introduction of Integrated Offender Management (IOM) but were concerned about any weaknesses in this initiative regarding working with partners in the current financial climate particularly around funding. The Assistant Chief Constable (Local Policing and Crime) assured Members that funding from partners was secured for two years. He advised that the main risk of IOM was how to evaluate it and measure success across the supporting organisations.

Members asked if the Force had considered outsourcing IOM or was aware of any other forces that may have taken this approach. The Deputy Chief Executive was able to advise that Peterborough had only just outsourced their IOM and that no further detail was currently available.

Members agreed for matters of concern with regard to IOM to be brought by exception to the Police Authority.

Members expressed that transparency is required regarding messages about IOM to partners and the public.

a) INSPIRE

Members expressed concern about how efficiently information was shared between different organisations and were advised that an Information Sharing Protocol was in place with all partners. Further work was being undertaken to address information sharing, particularly around anti-social behaviour reporting.

Members welcomed that INSPIRE would be used to identify vulnerable individuals and help assess response requirements and ensure effective target hardening and protection measures can be put in place for those most at risk.

Members were invited by the Force to a demonstration of how INSPIRE works.

b) Crime Reduction

Members recognised the significant work undertaken by the Force to support crime prevention with older people as demonstrated by the 'Bobby Scheme' and asked if the Force supported other high-risk groups, particularly young people and robbery, in a similar way. In response the Assistant Chief Constable (Local Policing and Crime) assured Members that the Force was open to work where the threat, harm, risk approach highlighted a need.

c) Focus Groups

Members supported the consultation work that had been undertaken and asked to see an action plan of planned consultation activity and to be given assurance that feedback on this consultation was a) used to improve delivery of policing and b) delivered back to the public. Members were assured that consultation findings are used by the Force and reported to the Organisational Strategic Assessment working group.

d) Single Non-Emergency Contact Number

The Chief Constable advised that Bedfordshire Police were planning to introduce a single non-emergency contact number in September 2011 and that this work was currently being scoped to manage the demand issues. It was agreed that this matter be brought to the next agenda set meeting of the Police Authority.

e) Anti-Social Behaviour (ASB)

Members called for a standard definition of Anti-Social Behaviour (ASB) to be recognised across all partner organisations. It was acknowledged that the police already had nationally agreed recording standards for ASB, which had been implemented.

Members supported that Anti-Social Behaviour Co-ordinators had been centralised in the Force restructure.

f) Threat, Harm and Risk Approach

Members questioned the Threat, Harm and Risk approach was robust do deal with large and long-term issues and were assured by the Force that it was.

g) Partner Funding Issues

Members suggested that potential funding cuts by partner organisations could adversely impact on shared services and that this should be identified as a risk. The Deputy Chief Constable advised that this matter had already been considered. The Chief Constable informed Members that although the Force had strived to keep all partners completely up to date with its own funding situation through partners days and had considered their views when making any funding cut decisions the same could not always be said of partners. The Chair advised that with regard to IOM because the Police Authority had a duty to hold the Force to account, in a partnership situation it should also be able to challenge partners on this issue.

In summary the Chair was pleased with the threat, harm and risk approach to dealing with serious acquisitive crime and anti-social behaviour, both of which are a challenge and risk for the Force. The importance of the IOM programme could not be underestimated and the next stage of developing performance measures for the programme was crucial in determining success.

RESOLVED

1. That Members support the repeat victim, location and offender approach being used to reduce burglary, robbery, car crime and anti-social behaviour.
2. That Members use future opportunities to champion Integrated Offender Management with partners and report back any issues raised.
3. That the introduction of a single non-emergency contact number be discussed at the agenda set meeting on 20th July 2011

