



Agenda 25 November 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



Bridgebury House has facilities for disabled people.

Web-site:- www.bedfordshirepoliceauthority.co.uk

Email:- police.authority@bedfordshire.police.uk

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

(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, Mrs K Malik, Mr M Pantling, Mr J Williams and Mrs R Whittaker

A meeting of the **BEDFORDSHIRE POLICE AUTHORITY** will be held at Bridgebury House, Woburn Road, Kempston on **Friday 25 November 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 meetings of the Police Authority held 22 July and 26 September & 21 October 2011 **(Pages 5-26)**

4. Matters Arising from the Minutes

Status Report* on the Progress of actions arising from the last meeting **(Pages 27- 28)**

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) Organisational Support Workstream *
Report of the Collaboration Director **(Pages 29 -34)**
- b) Minutes* of the Meeting of the Bedfordshire Hertfordshire and Cambridgeshire Police Authorities Joint Working Group held on 6 September and 26 October 2011. An oral report will be made on the matters discussed at the meetings held on 26 October and 21 November. **(Pages 35-44).**

9. Regional Collaboration Programme

Minutes* of the Eastern Region Joint Statutory Committee held on 21 September 2011 (**Pages 45 – 48**)

10. Draft Strategic Plan 2012-16 including draft annual policing plan 2012/13

Joint Report *of the Chief Executive and Chief Constable (**Pages 49 -64**)

11. Compliance & Risk Management Committee

Minutes of the meeting of the Committee held on 21 September 2011 – Committee Chair (**Pages 65-76**)

12. From Police Authorities to Police and Crime Commissioners: Business Plan for Transition 2012-13 (incorporating progress update from Transition Programme Board)

Report* of the Chief Executive (**Pages 77-102**)

MATTERS FOR NOTING

13. Resources Scrutiny Committee

Minutes of the meeting of the Committee held on 11 October 2011 – Committee Chair (**Pages 103 -110**)

14. Performance Scrutiny Committee

Minutes* of the meeting held on 13 October 2011- Committee Chair (**Pages 111-116**)

15. Issuers Raised at recent meetings of the Luton Borough, Bedford Borough and Central Bedfordshire Councils

Oral Report by Representative

16. Action following Consultation with the Chairman

Report* of the Chief Executive (**Pages 117-118**)

BEDFORDSHIRE POLICE AUTHORITY

22 July 2011

PRESENT

Mr P Conniff (Chairman)

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 Mrs K Malik, Mr M Pantling and Miss R Whittaker

Apologies for absence were received from Mr S Choudhry and Mr J Williams

Chief Constable – Mr A Hitchcock
Chief Executive/Treasurer – Mrs S McMenamy
Deputy Chief Executive – Dr J Wymer
Collaboration Programme Director - Mr P Wells

11/qp/36 **PUBLIC QUESTION TIME**

There were no public questions

11/qp/37 **MINUTES**

The minutes of the meeting of the Authority held on 20 May 2011 were confirmed.

11/qp/38 **MATTERS ARISING**

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

11/qp/39 **DECLARATIONS OF INTEREST**

There were no declarations of personal or prejudicial interests from Members

11/qp/40 **COMMUNICATIONS/CORRESPONDENCE**

Representatives from Luton Borough Council

The Chair reported that the Bedfordshire Police Authority Joint Selection Committee had met prior to the meeting and appointed Ktija Malik, Roxanna Whittaker and Martin Pantling from the Luton Borough Council

Forensic Science Service (FSS) – Transition of Services

Members were reminded that following the coalition Government announcing

its decision to wind up the FSS in March 2012 new suppliers had been sought to provide forensic services from 3 October when the FSS would stop taking new cases. As the FSS provided all of the major crime forensics for Bedfordshire, and considerably more for Hertfordshire, there had been a requirement for new suppliers to be put in place via an Invitation to Tender (ITT) national procurement exercise. Although now completed there were only limited assurances that the Chief Executive could provide the Authority at this stage regarding cost, quality and resilience although a letter from Chief Constable Chris Sims and Diana Holl-Allen to all Police Authority Chairs did provide some assurances that the new contracts will be cheaper, delivering savings in the order of £4m pa to the Eastern Region, Sussex and Hampshire. The Chairs and the Chief Executives of the Strategic Alliance had considered the risks associated with these matters and wished to go forward with the contracts to ensure that the timetable could be met for a continuous forensic services provision. Given the limited assurances that were available and the initial contract only lasting two years members were asked to endorse the decision enabling the Chief Executive to approve the contracts in the next week.

The Police Authority supported the decision to proceed with contract signing to preserve service provision in light of the mitigations highlighted above.

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

The Chief Executive reported that the HMIC Support and Challenge meeting had been held on 15th July 2011 and that initial feedback from the HMIC indicated that they had been impressed with the work that had been done by the Strategic Alliance to progress collaborative working. It was likely that the HMIC would be highlighting the approach of the Strategic Alliance to collaborative working in a case study to be included in the final report to be issued later in the year

Bedfordshire Police Authority and Bedfordshire Police Force Support and Challenge Meeting – Preparation for adapting to austerity

The Chief Executive reported that HMIC had now published its findings from its national look at Forces and Police Authorities preparedness for austerity Inspection undertaken earlier in the year. Members had been circulated that part of the report which focused on how Bedfordshire was meeting the financial challenges. The key messages from the inspection indicated that Bedfordshire Police Authority and Police were prepared to meet the financial challenge. The full report was available on the HMIC website.

11/qp/41 COMMUNICATIONS FROM THE CHIEF CONSTABLE

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

In respect of major crime the Chief Constable reminded members that he had

given a brief summary of the recommendations arising from the Serious Case Review in relation to the murder of Michael Gilbert at the last Members seminar. He confirmed that the IPCC had not found any complaints relating to the police. The review had highlighted a problem around information sharing and the Chief Constable considered that the recent launch of the new Police National Data Base would be a valuable tool in information sharing between forces.

The Chief Constable was pleased to say that the courts had sentenced thirteen people to a total of 66 years for supplying and controlling drugs in the home counties. This case had marked the end of a major police operation for Bedfordshire which had begun last October.

As well as highlighting a number of positive outcomes the Chief Constable also highlighted a recent murder of a local man which had not led to a guilty verdict and the lessons learnt from this were being identified.

With regard to volume crime activity the Chief Constable informed members of recent Operation Vision activity, which aimed to gather information on local priorities and tackle crime and anti social behaviour, and some new initiatives such as 'Your number is up', aimed to drive down thefts from motor vehicles. Two new initiatives were to be implemented over the next few months to help vulnerable victims, involving volunteers from the Red Cross and assessment toolkits to help officers identify those most vulnerable to domestic violence and the actions needed to be taken. Bedfordshire had also been involved in the BBC's series 'Crimewatch Road Show' and 'Traffic Cops '

In terms of the significant changes to the structure of the Force the posting process had now been completed.

The Chief Constable also provided members with assurances that, although there is currently publicity surrounding payments being made by journalists for the News of the World newspaper for the receipt of information from Police Officers and Staff within the Metropolitan Police, there had been no incidents of this within Bedfordshire Police Force nor had there been any incidents of this with the local media that he was aware of having made appropriate inquiries. At the request of Members the Chief Constable agreed to remind all staff of the Force's policy on dealing with the media.

11/qp/42

**JOINT BEDFORDSHIRE CAMBRIDGESHIRE AND HERTFORDSHIRE
COLLABORATION PROGRAMME**

(a) Outline Business Case ICT

Phil Wells, the Collaboration Programme Director, attended the meeting to present an outline business case for a staged implementation of a joint Bedfordshire, Cambridgeshire and Hertfordshire ICT Department. Bedfordshire and Hertfordshire had recently formed a joint ICT unit in December 2010 the extension of the collaboration to include Cambridgeshire would support the national agenda for the delivery of ICT in policing and ensure that the current levels of duplication between the two ICT departments would be streamlined . The new unit was also expected to achieve savings in the region of £3.6M over the next five years

The collaboration was expected to be complex involving 177 staff for which an employment model was being 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.(SMT) 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 short term arrangement which required a formal section 23 Agreement and to avoid any delays Members were asked to delegate this authority to the Bedfordshire Police Authority Chief Executive. The Programme Director confirmed that the Section 23 collaboration agreement for this first stage was temporary and could be rolled back in the unlikely event that the later Section 23 agreement did not get approved as the SMT would be appointed from the existing workforces.

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 for the establishment of an integrated joint ICT Department.

Members main concern with the collaboration programme continued to be around the slow progress being made to determine a sustainable employment model. The Programme Director assured Members that this was being progressed through the HR Advisory Group for the collaboration programme and agreement on the appropriate model was expected to be reached in readiness for inclusion in the Business Case.

In response to questions around the associated expenditure for streamlining to single IT Systems, the transfer of assets to the new policing governance in 2012 the Programme Director confirmed that that these would be developed in the detailed business case. The impact of moving to the three force collaboration on the progress on the new Command and Control system was also questioned and the Programme Director assured Members that whilst this formed part of the convergence plan of ICT systems it was being treated as a separate project. Negotiations were still ongoing with the preferred supplier and the go live date was expected to be later in the year, possibly December.

In terms of the risks Members considered that controls needed to be put in place to mitigate against misuse of access to information and suggested that the Information Commissioner might have some useful guidance around this. The Programme Director assured Members that there was a workstream focusing on Information security but would have a dialogue with the Information Commissioner about best practice.

RESOLVED

1. That the Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary 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).

(b) Business Cases – Protective Services

The Programme Director advised that business cases had been developed in relation to Firearms Support, Major Crime/Investigations, Professional Standards and Scientific Services. The Police Authorities Joint Working Group would consider these in early September and then be submitted for consideration at a Special meeting of the Authority to be held on 26th September 2011.

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 21 June 2011.

In noting that risk management for the collaboration programme was to be reviewed the Programme Director advised that a different approach to risk had been agreed and would be reflected in future Business Cases.

11/qp/43 RESOURCES SCRUTINY COMMITTEE

The Authority considered the recommendations and decisions of the meeting of the Resources Scrutiny Committee held on 14 June 2011.

2010/11 Revenue, Capital & Treasury Management Outturn Report

RESOLVED

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.

Generally

RESOLVED

That the minutes be received

11/qp/44

**FROM POLICE AUTHORITIES TO POLICE AND CRIME COMMISSIONERS:
GOVERNANCE ARRANGEMENTS**

The report of the Chief Executive was submitted which advised that the Coalition Government had restated its intention of introducing elected Police and Crime Commissioners (PCC's) from 3 May 2012 and this remained the position at the conclusion of the final reading of the Bill in the House of Lords on 20th July. Notwithstanding the lengthy passage of the Police Reform and Social Responsibility Bill through Parliament there was now a relatively short time period available in which to implement the necessary transition arrangements.

Given the uncertainty about when the Bill would gain Royal assent a number of assumptions had had to be made in developing the arrangements and would be reviewed once the Bill gained Royal Assent, probably in the autumn.

The report highlighted that one of the Police Authority's key strategic risks continued to be the uncertainty surrounding the new governance arrangements and it was proposed to mitigate this risk through the establishment of a Transition Programme Board to oversee the smooth and successful transition from police authority to police and crime commissioner in Bedfordshire. Appended to the report were the proposed Terms of Reference for the Programme Board, Membership and outline programme plan.

There was a general discussion on the membership of the Board and the Chief Executive clarified that the suggested Local Authority membership was a matter for the Local Authority to determine, including whether or not that Membership was at Officer or Member level. A meeting of the Bedfordshire Chief Executive's forum was to be held later that day where this would be discussed and the Chief Executive agreed to take forward to that meeting Members suggestion that the membership from the Local Authority should include an officer with the financial responsibility for community safety. The outcome of this meeting would be circulated to Members.

Members were particularly keen to ensure that the transition process would protect the reputation of the Authority and questioned why only the Chair and Vice Chair were on the Board. The Chief Executive clarified that it was the intention to provide an opportunity for other members to be involved in the process through the work streams of programme plan. The Chief Executive also confirmed that to provide transparency the Board would have formal minutes which would be submitted to meetings of the full Authority for consideration. An internal audit on the transition arrangements was also to be undertaken in October to ensure that appropriate processes were in place to ensure a successful transition process.

With regard to the proposed Terms of Reference Members agreed that the scope of the Programme Board needed to be clearer but accepted that at this stage there were a number of assumptions that had been made. Members were however assured that the Police Authority Business Plan had captured the closing down of the business and that arrangements would be in place to ensure that Organisational Strategic Assessment was robust enough to produce the strategic plan for the new PCC regime.

In terms of communicating to partners on the transition arrangements Members noted that a series of communications would be published during August and September. It was also noted that there would be some joint working with Cambridgeshire and Hertfordshire Police Authorities in areas that were common to all three to identify best practice and offer some staffing resilience.

The Authority would be kept fully informed of the progression of the Police Reform and Social Responsibility Bill and any changes required to the scope of the Transition Programme Board.

RESOLVED

1. That a Transition Programme Board be established to oversee the successful transition from the existing police authority to the office of the police and crime commissioner.
2. That the membership of the Programme Board as detailed in the report now submitted be confirmed.
3. That the outcome of the discussion at the Chief Executives Forum on the Local authority Membership of the Board be circulated to Members.

11/qp/45 **COMPLIANCE & RISK MANAGEMENT COMMITTEE**

The Minutes of the meeting of the Compliance and Risk Management Committee held on 14 June 2011 were considered.

RESOLVED

That the Minutes be received

11/qp/46 **PERFORMANCE SCRUTINY COMMITTEE**

The Minutes of the meeting of the Performance Scrutiny Committee held on 5 July 2011 were considered.

The Chair of the Committee invited new Members to meet with her to discuss

issues around performance if they so wished. The Chair also reminded members that at the conclusion of the Police Authority meeting a demonstration had been arranged on the Force's INSPIRE programme which had been updated to include new functions to help identify vulnerable individuals.

RESOLVED

That the Minutes be received.

11/qp/47

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

No major issues had been raised at recent meetings of either the Central Bedfordshire or Bedford Borough Councils.

The Authority's report had been submitted to the last meeting of the Luton Borough Council for information only as at that time there were no representatives from Luton Borough Council on the Authority. It was noted that the Spokesperson for the Council would be determined shortly.

Special Meeting

BEDFORDSHIRE POLICE AUTHORITY

26th September 2011

PRESENT

Mr P Conniff (Chairman)

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

Apologies for absence were received from Mr P Hollick, Mr M Pantling and Mrs R Whittaker

Chief Executive/Treasurer – Mrs S McMenamy

Deputy Chief Constable – Mr J Fletcher

Assistant Chief Constable Joint Protective Services (Beds, Cambs, Herts) Mr S Devine

Collaboration Programme Director - Mr P Wells

11/qp/48 DECLARATIONS OF INTEREST

There were no declarations of personal or prejudicial interests from Members

**11/qp/49 BEDFORDSHIRE, CAMBRIDGESHIRE AND HERTFORDSHIRE
COLLABORATION PROGRAMME**

STRATEGIC ALLIANCE UPDATE REPORT

The Collaboration Programme Director updated members on the significant work that had been undertaken over the summer months regarding the Strategic Alliance.

Members were reminded that in April/May 2011 Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities agreed to a Strategic Alliance Agreement.

Members expressed appreciation of the good work of the Collaboration Team.

Members requested further clarity on the strategic and operational governance for collaboration and were reassured that the Assistant Chief Constable-Joint Protective Services answered equally to all three Chief Constables, played a key role in each Force's Executive Team and was held to account through the Strategic Alliance Performance Board. The Assistant Chief Constable-Joint Protective Services informed members that he was supported by two Chief Superintendents.

Members were informed that staff of each Force generally worked within their

own area and joined together for major incidents e.g. murder cases, to provide resilience and the best possible service.

The Collaboration Programme Director provided assurance that Human Resources policies were currently under discussion and advised that stakeholders, such as unions, were being consulted as part of this process.

The Chief Executive/Treasurer informed members that there would be an opportunity to further discuss the Human Resources implications of the Strategic Alliance at the October seminar.

Resolved

That members note and support the level of activity that has and continues to be undertaken in the realisation of the benefits expected from the Strategic Alliance.

11/qp/50

JOINT BEDFORDSHIRE CAMBRIDGESHIRE AND HERTFORDSHIRE COLLABORATION PROGRAMME

PROTECTIVE SERVICES BUSINESS CASES

The Collaboration Programme Director presented a covering report on four business cases for members to approve that work commence to bring about joint units to provide significant benefits to all three Forces and Police Authorities of the Strategic Alliance in terms of budget reductions, operational effectiveness and resilience. The full business cases had been reviewed at the September meeting of the Collaboration Working Group, attended by members of this authority. The report included executive summaries of each business case for consideration with full documents available on the Authority website. The business cases presented to this meeting were:

- Major Crime
- Professional Standards
- Firearms
- Scientific Services

Bedfordshire and Hertfordshire already worked successfully on collaborated units in these four Protective Services areas and members were now being asked to support three-way collaboration to include Cambridgeshire Police and Police Authority in the Strategic Alliance.

Members were assured that all business cases had been prepared using a proven robust risk management process.

Members supported that the four business cases would provide efficiencies of £2.551m in 2012/13 increasing to £3.051m by 2014/15, with set up costs expected in the region of £0.937m.

Members were advised that a further four areas of Protective Services;- Dogs; Operational and Contingency Planning; Counter Terrorism/Domestic Extremism; and Roads Policing, would be completed to business case approval stage by the end of the financial year.

Members welcomed that a performance matrix was to be developed to feed into the three police authorities of the Strategic Alliance.

The Chief Executive/Treasurer informed members that the Eastern Region was looking at future governance of collaborated working being undertaken with regard to the introduction of Police and Crime Commissioners (PCCs) in November 2012.

Collaboration Of Major Crime Unit - Business Case

Members were informed that a joint unit was proposed for Major Crime operating from two hubs, one in Welwyn and one in Cambridgeshire, each comprising of two teams supported by a central team delivering enhanced review capacity. The proposal also included the civilianisation of Assistant Investigators and Holmes Operatives.

It was proposed that cashable savings of around £700k were expected to be made against set up costs of around £470k. Members were advised that most of the set up costs were for ICT and also included some staff travel.

Significant levels of non-cashable benefits were expected through the minimising of abstractions from front line activities across all three forces.

Members supported that this work-stream required a phased implementation with a target to go live on 1 April 2012

Collaboration Of Professional Standards Department - Business Case

Members were informed that a joint unit was proposed for Professional Standards with a centralised function based at Biggleswade. In support of the good work each Force had undertaken in compliance with the Taylor recommendations the proposal included investigation teams based within each Force to conduct and support local investigations.

A joint vetting facility was to be based at Letchworth Police Station.

The business case was based upon national best practice and was to be headed by Cambridgeshire Deputy Chief Constable John Feavyour, National Lead.

Members challenged the business case particularly around dissatisfaction and communications and engagement and were assured that these matters had been considered under risks and with mitigations recorded.

Members were informed that cashable savings of around £650k were expected

to be made against set up costs of around £105k.

Members supported the expected go-live date for the joint department as January 2012.

Members were to be provided with a briefing note setting out how local accessibility and customer service would be dealt with and aligned with the new unit.

Collaboration Of Firearms Support Unit – Business Case

Members were presented the business case for a joint Firearms Support Unit for Bedfordshire, Cambridgeshire and Hertfordshire. It proposed that a joint training facility be based at Kempston and that 5 teams be based across 3 locations in Huntingdon, Kempston and Welwyn.

Members were informed that cashable savings of around £550k were expected against set up costs of around £100k, mainly associated with the introduction of the Chronicle ICT system in Cambridgeshire.

Members were advised that outcomes of discussions between Bedfordshire Police and Luton Airport regarding the level of policing would be incorporated within the overall progressed model.

Following concern expressed by members reassurance was given that Firearm Support Unit operating policies across the three Forces were to be harmonised before this collaboration went live not including the use of Taser. The Deputy Chief Constable agreed to provide a briefing for members on this matter.

Members raised concern that the use of Taser had not been harmonised in the current collaboration between Bedfordshire and Hertfordshire and were assured that this fact was not a matter of concern for operational policing in the joint unit.

Members expressed interest in being given a demonstration on the use of Taser.

Collaboration Of Scientific Services Unit – Business Case

Members considered the business case for a joint Scientific Services Unit comprising of the creation of a single Senior Management Team, a single Tenprint Unit based at Kempston with a fingerprint bureau in both Hinchingsbrooke and Welwyn, the Bedfordshire workload being split across these sites, and a single forensic deployment unit and centralised forensic research at Sandy. The report also proposed that two chemical laboratories be based at Welwyn and Hinchingsbrooke and that two photographic units be based at Kempston and Welwyn. The business case also informed that CCTV and Viper capabilities in each Force be delivered by Police Staff.

Cashable savings of this collaboration were expected to be £670k with a requirement for the Head of the Unit to drive out a further £500k over the next

two financial years.

Members considered the business case and agreed to the recommendations.

Resolved

1. That members agree the four business cases for collaboration:-
 - Major Crime Unit
 - Professional Standards Department
 - Firearms Support Unit
 - Scientific Services Unit
2. That the Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary work to establish joint units as set out in the outline business cases presented.
3. That Members delegate the approval of formal Section 23 agreement to the Police Authority Chief Executive and Chair prior to commencement of formal operations unless there is any significant amendment to the case at that time and subject to assurance being provided that mitigations to significant risks be incorporated.
4. That clear joined-up messages be communicated across the three force areas to inform of the collaborative working by all three Authorities and Forces of the Strategic Alliance.

APPORTIONMENT OF COSTS AND BENEFITS

The Chief Executive/Treasurer submitted a report for members to determine under the Strategic Alliance Agreement, an appropriate method of apportioning costs and benefits for the three Police Authorities that reflected both the demand for the service in the three force areas and the level of fixed costs each force bears in the delivery of specific activities. Members acknowledged that the overall aim was to develop a model to ensure that each force achieved an appropriate share of benefits against costs in the Strategic Alliance. This would mean that there would be winners and losers in cost terms for individual business cases but that overall all three authorities and forces would receive significant cash benefit from the Strategic Alliance.

Members were informed that complex work had been undertaken, recognising the differing priorities across the breadth of activity of each Authority/Force to reflect the needs of their communities and level of resources required to offset threat, risk and harm. For Protective Services and Operational Support the level of resources required was based upon demand and because the demand data for the three forces was not yet comparable it had been agreed at a meeting of the Chief Executives that as a starting point collaborations for this activity would be based on a mix of 67% Formula Grant and 33% demand. Organisational Support Service collaborations were to be based on Funding

Formula only. The apportionment ratio was to be checked against agreed long-term demand data for each collaborative unit and any significant discrepancies were to be explored and addressed with the agreement of all three forces.

Members supported the proposed method of apportionment as outlined in the report .

Members welcomed that deployment practices were to be aligned across the three forces over a two to three year period to allow data to be more comparable for future apportionments and that this would ensure that risk was shared appropriately.

Members were reassured that each Police Authority was to receive the same business cases/reports for consideration.

Members expressed concern of the potential impact that Police and Crime Commissioners might have on the Strategic Alliance from November 2012 and concluded that the robust process that had been undertaken in consideration and achievement of collaborative working, resulting in significant cost savings and improvements to services, should be acknowledged as the appropriate option for all three Authorities and Forces to have taken, particularly in the current financial climate.

RESOLVED

That members agree the following principles for the apportionment of costs and benefits for collaborative units within the Strategic Alliance:

1. For areas of Protective Services and Operational Support services an apportionment method based upon a mix of Formula Grant (67%) and current Demand Data (33%) be used.
2. This apportionment method be reviewed for future business cases to ensure it continues to provide the appropriate alignment between medium term financial planning and local accountability.
3. For areas of Organisational Support an apportionment based upon Formula Grant be used, unless there is a disproportionate pull on the service demand, for which an alternative approach will be sought
4. The apportionment methods be amended at the end of three years moving to a method whereby demand is the major component of the formula set out in 1).
5. The method of apportionment provides for a level of risk sharing through the use of rolling demand data.
6. That in the event of a Chief Constable or Police Authority operating a different policy to the norm that impacted on demand this would require an immediate financial amendment to any agreement to recognise the additional burden on a collaborated service.

11/qp/43 **NATIONAL AIR SERVICE (NPAS)**

The Assistant Chief Constable-Joint Protective Services presented a report to members on the proposal of a National Police Air Service. (NPAS). Members were asked to endorse the recommendation of the Chief Constable to end the current provision of air support through the Chiltern Air Support Unit (CASU), endorse the formation of the National Police Air Service. (NPAS) and agree the consequential transfer of Police Authority assets to the NPAS.

The proposal for NPAS had been endorsed by Chief Constables across England and Wales.

Members were informed that the proposed service would provide 97% of the population with an air support service within a 20 minute range and be available 24/7. NPAS was expected to save approximately 22% in costs of air support nationally, equating to approximately £220k per year for Bedfordshire.

Members requested information about the current use of helicopters by the Force and were advised they are used for many operations where the alternative would be the extensive use of manpower e.g. missing children and vulnerable people. The Assistant Chief Constable-Joint Protective Services agreed to start mapping the use of the helicopter to enable members to better understand where its use adds value.

Members expressed concern around potential problems encountered in the proposed NPAS, particularly around availability, and were assured that any such matters would be challenged by the Force.

After consideration of the options outlined in the report members supported the recommended Model 2. This model was a national service that would deliver air support from 23 aircraft over 20 bases, supported by the establishment of national/regional management structures. This model would provide a better balance of local delivery and cost efficiency with anticipated savings nationally of £15m compared to current provision.

RESOLVED

1. That members endorse the formation of the National Police Air Service (NPAS).
2. That members endorse the end of the current provision of air support through the Chiltern Air Support Unit (CASU)
3. That members agree the transfer of assets of provision of air support to the National Police Air Service (NPAS)

BEDFORDSHIRE POLICE AUTHORITY

21 October 2011

PRESENT

Mr P Conniff (Chairman)

C Atkins, Mr T Brown, Mr S Choudhry Mrs F Chapman, Reverend L Denny, Mrs P Fletcher, Mrs K Johnson, Mrs L Hockey Mr P Hollick, Mr I Mackilligan Mrs K Malik, Mr M Pantling and Mrs R Whittaker and Mr J Williams

Apologies for absence were received from Mrs D Gurney and Mrs S Holland .

Deputy Chief Constable – Mr J Fletcher
Chief Executive/Treasurer – Mrs S McMenemy
Chief Superintendent Julia Wortley. Project Athena Implementation
Manager for Bedfordshire, Cambridgeshire and Hertfordshire
Assistant Chief Officer (Business Services) - Mr V Hislop

11/qp/50 DECLARATIONS OF INTEREST

There were no declarations of personal or prejudicial interests from Members

11/qp/51 COMMUNICATIONS

Luton Airport – Policing Presence

Members noted that positive progress was being made towards a Airport Security Plan that could be approved by Luton Airport's Security Executive Group when it next convenes.

New Model for Police training and Leadership

Members were circulated a letter from the Home Office which provided an update on the establishment of a professional body for police training and leadership.

11/qp/52 PROJECT ATHENA

(Note the Appendix to this report involved the disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 and had therefore not been sent to the

press or made available to the public.)

Chief Superintendent Julia Wortley, the Project Athena Implementation Manager for Bedfordshire, Cambridgeshire and Hertfordshire, attended the meeting to present the business case for Project Athena and seek agreement to the signing of the Section 23 (Collaboration), to authorise funding and to facilitate signing of the draft call off contract. The Authority had already signed a S23 agreement signalling its full commitment to the procurement phase of Project Athena. However this new S23 agreement formally committed each of the Founder Forces/Authorities to undertaking its share of the costs and all seven forces/authorities must agree to sign the S23 Collaboration agreement and each must sign a call off contract to enable the Athena project to proceed.

Members were reminded that Project Athena was the development of a single IT solution for Intelligence, Investigation Management and Defendant Management (i.e. Custody and criminal justice Case Preparation). As had previously been reported, Athena was a collaborative project currently involving 7 'Founder Forces/Authorities: Essex (the lead Authority), Kent, Norfolk, Suffolk, Hertfordshire, Bedfordshire, and Cambridgeshire. An additional four 'forces namely the City of London, British Transport Police, Northamptonshire and Sussex had recently indicated that they would wish to participate in the project. The Athena system would be 'run' by a centralised team, known as the Athena Management Organisation (AMO). The financial and operational benefits for all the Forces involved in the project were set out in some detail in the business case. Most notably, the project had agreed standardised ways of working in all four business areas, across all participating Forces. This would provide a basis for increased interoperability across Force boundaries and collaborated units thereby improving every aspect of policing from tackling anti social behaviour and local crime problems through to protecting the vulnerable, tackling terrorism and serious and organised crime..

The project was currently at a key stage. Competitive dialogue with the two remaining suppliers in the tendering process was now closed and the contract would be awarded by 1st November 2011 and the framework agreement and call off contracts must be signed by all of the Founder Forces by 18th November 2011.

The current projected timescales for implementation were that Essex should be operationally live with Athena by October 2012 and Hertfordshire, Bedfordshire and Cambridgeshire should go live sometime between October 2012 and September 2013.

The Authority had set aside £1.4M for capital funding to support the programme but as the procurement process reached its closing stages there would be greater clarity on the full capital and revenue costs of the project. The indicative figures were contained in the appendix to the report including some possible options around the apportionment costs.

It was emphasised that the overarching principle of the commercial agreement was that all Forces would pay an equitable amount for the services they receive. As more Forces joined the consortium, part of their payment would be distributed as a rebate to the Founder Forces. It was not possible to quantify with certainty how much this figure might be at this stage. However, the realisation of some rebate to all the Founder Forces was highly likely. On this point Members sought clarity on the maximum number of forces that could join the project and it was noted that 24 forces was the maximum number. Beyond this number further negotiation with the supplier would be required.

The Chief Executive advised that in terms of the Governance arrangements the Eastern Region Joint Statutory Committee had recently agreed that there would need to be a joint committee for all parties signing up to Project Athena. This committee would have Police Authority representation until the successor body comes into being.

During the discussion Members sought and were given assurance that sufficient consideration had been given to ensuring that there was a robust benchmarking criteria in place, that best practice had been used for the technology required and that reduction of carbon emissions had factored into the construction of the IT Systems. Members questioned the potential resource implications of the project but accepted that there were numerous benefits to be gained. Members noted in the report that the Athena project was dependent upon the delivery of other ICT projects and it was confirmed that these projects were all necessary and were all on track to meet their implementation dates. Members also questioned if there was a risk around Bedfordshire's current IT systems not remaining fully functional until Athena had been implemented and were assured that given the age of Bedfordshire's systems this was not seen to be a risk.

In asking about the legal arrangements for the project the Chief Executive advised that the both legal and procurement implications for the project had been independently assessed but were commissioned by Essex as they were the lead Authority and originally held the greatest risks. The assessment had provided reassurance for Essex and also assurance for all other parties. Whilst accepting this Members considered that it would be beneficial to have a specific legal assessment for Bedfordshire prior to the signing of the Section 23

Agreement and this was to be taken forward by the Chief Executive.

RESOLVED

1. That the Authority approves the business case and agrees to sign the S23 (Operations) collaboration agreement.
2. That the Authority authorises the necessary finances, as indicated in Appendix B, Table 2 and Table 3.
3. That subject to the receipt of satisfactory legal advice the Authority delegates authority to the Chief Executive, Chair and the Force to sign the S23 Collaboration agreement and the formal contract with the chosen Athena supplier as soon as finalised.

11/qp/53 CHIEF OFFICER PORTFOLIO CHANGES

In accordance with 100B4(b) of the Local Government Act 1972 the Chairman agreed to allow consideration of the following urgent item of business in view of the need to make immediate changes to the Chief Officer Portfolios .

The Chief Constable report explained changes to the Chief Officer Portfolios to ensure effective leadership of the operational policing and organisational support functions as the Force moves forward to meet the 20% budget cuts and to address additional resourcing issues that have arisen. The paper outlined the proposed changes and the rationale for the Chief Constable making the decisions.

The Assistant Chief Officer (Business Support) presented the report of the Chief Constable which set out proposed changes to the Chief Officer portfolios to provide resilience in the Force Executive to cover the Assistant Chief Constable's (Business Change) secondment to the NPIA from November 2011 to April 2012 and the provision of leadership within people services following the resignation of the Assistant Director (People Services). It was noted that as part of these changes approval was sought to extend the temporary promotion of the Assistant Chief Constable Richer until 31 December 2012. Subject to the Authority's approval to the secondment of ACC Govier the arrangements would be effective from 21.10.11

Members congratulated ACC Govier on her successful application for her secondment with the NPIA and in so doing sought assurance that the increase in individual workloads following her departure would not impact on the performance of the Force Executive. Members were

provided with that reassurance. In terms of the portfolio changes Members were advised that the changes would have had to have been made as a consequence of Governance arrangements flowing from the Business change programme. Members primary concern around the portfolio changes related to the oversight of communication around the business change and suggested that this should possibly be placed within the portfolio of the Chief Constable until the Force was better placed in its performance in this area.

RESOLVED

1. That ACC Govier be congratulated on her secondment to the NPIA from November 2011 until April 2012 and that it be approved
2. ACC Richer's be congratulated on his valuable contribution to the work of the Force since being appointed temporary ACC and that approval be given to the extension of his temporary promotion until 31.December 2012 and Home Office approval be sought.
3. That the temporary personnel changes within the Force Executive and the changes to Chief Officer Portfolios which will provide the most effective leadership to deliver the Force's Strategic Intent be noted and that further consideration be given to the appropriate Chief Officer to have the oversight of communications.
4. That Mr P Basra, the Head of Corporate Development, be congratulated on his new appointment as Temporary Assistant Chief Officer.

BEDFORDSHIRE POLICE AUTHORITY
STATUS REPORT

	ITEM	DECISION	ACTIONED BY	CURRENT POSITION
1	Update from the Chief Constable	All staff to be reminded of the Force's policy on dealing with the media.	Chief Constable	Advice Issued via the Force Intranet
2	From Police Authorities to Police and Crime Commissioners Governance arrangements for Transition	The outcome of the Chief Executive's forum discussion on the Local Authority Membership of the Board be circulated to Members	Chief Executive	Circulated Via the Round Up
3	Project Athena	A Legal Assessment of the implications of the Athena Project for Bedfordshire to be undertaken prior to signing the Sec 23 Agreement	Chief Executive	Complete



Creating a safer
Cambridgeshire



Meeting	Police Authority
Date	Hertfordshire – 18 th November 2011 Bedfordshire – 25 th November 2011 Cambridgeshire – Date to be agreed
TITLE	Strategic Alliance Update Paper – Organisational Support
SUBMITTED BY	Philip Wells Collaboration Programme Director
PURPOSE	For information
SUGGESTED RESOLUTION	That members note the progress in respect of the Organisational Support element of the Strategic Alliance.
BACKGROUND PAPERS	None

1. Purpose

- 1.1 To provide an update to Members on the progress that has made in the Organisational Support element of the Strategic Alliance collaborative work.

2. Background

- 2.1 Members will recall that during April and May 2011, the three Police Authorities, Bedfordshire, Cambridgeshire and Hertfordshire agreed to a Strategic Alliance Agreement, for which the key deliverables are set out as follows:

- Cashable savings of between £15m and £20m annual savings by the end of 2015/16.

- Equal or improved effectiveness for forces.
- Improved efficiencies in forces, realising non cashable saving 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.
- Methods of operating which are equally viable under any force or governance structure.
- Improved and enhanced customer service across the three counties.

2.2 As set out in the paper taken to Police Authorities in September/October, the three Chief Constables, with their Chief Officer teams, have agreed a set of Principles which determine the way the three Forces will work to ensure the aims of the Strategic Alliance Agreement will be delivered. The following two principles directly relate to Organisational Support and have shaped the way this work has been taken forward:

- The Alliance will provide all Protective Services, Operational Support and Organisational support functions for the three Forces. These will be implemented in a prioritised fashion that best allows the three Forces to maintain Local Policing (Inc Public Protection).
- Organisational Support will be the strategic priority as it will give the greatest financial gains with the least impact on operational service delivery.

3. Progress in Organisational Support

3.1 Scoping and Options Appraisal

A scoping and options appraisal has been undertaken relating to the following Organisational Support functions: Finance, Human Resources, Learning & Development, Corporate Communication, ICT, Estates & Facilities, Corporate Services, Legal Services, Fleet and the three-force Procurement department.

The objective of the work has been to recommend the best way of delivering Organisational Support to the Strategic Alliance forces by:

- Delivering significant savings and thereby minimising the impact on the frontline (cost)
- Providing effective support services to collaborative, local policing and corporate users to achieve planned outcomes
- Acting as catalyst to transform processes across the three forces

This work has consisted of 3 elements:

A. Reviewing the baseline and current way of delivering Organisational Support services. This highlighted the following points:

- Organisational Support accounts for 17% of total budget (£73m) and staff (approx 1,000 staff). Just over half the budget relates to staffing costs.
- Review work suggests that between £40m - £55m of the budget is 'accessible' for savings to be found in the short/ medium-term.
- Police service and external benchmarking suggest that there is scope to achieve significant further efficiencies with low economies of scale and duplication of specialist functions across the three forces building in cost.
- Complexity of the existing IT infrastructures means that none of the forces possess the platform to undertake a lead force role.
- None of the forces have a track record or the capacity/capability to implement a shared service model for support services.
- Initial assessment suggests there is scope to achieve savings of approx 25% of accessible savings - between £9.2m - £12.5m.

B. Reviewing commercial sector approach to the Police Organisational Support market. This work entailed 'soft market' testing with 4 suppliers and work with Home Office to better understand how commercial sector view the police market. This work highlighted the following points:

- Commercial sector is seeking to become a large-scale provider of organisational and operational support functions to the police service, through providing technology, business process improvement and service delivery.
- They consider there is significant scope for transformative approaches, generating efficiencies in excess of the 25% indicative savings referred to above.
- Commercial sector incur significant bid, infrastructure and transformation costs requiring long-term commitment/contract to achieve return on investment.
- The combined scale of the Strategic Alliance forces presents an attractive partner to the commercial sector.

C. Assessing the main options. This highlighted the following points:

- The merits of a Shared Service approach to delivery support services as a means of achieving efficiencies
- The significant level of investment and transformation capacity required to achieve the move to this approach
- The relative advantages and disadvantages of in-house (arms-length organisations) and partnering (joint venture and outsourced) arrangements.

- The greater viability of a partnering approach in terms of:
- Providing greater level of confidence in achieving efficiency savings by 2013/14.
- Potential benefits of working with a partner with proven experience of managing scale and complexity.
- The significant increase in change capacity, and capability to integrate change across technology and processes.
- The scope to apply advisory / transformative capacity across a wider range of processes and activities in the three forces.

The Police Authorities' Joint Working Group (JWG) considered the scoping and options appraisal on 26 October and agreed that a business case should be developed for a 'partnering' approach with a commercial provider for the delivery of Organisational Support services within our three forces.

No decision has been made to commit to this approach or regarding the extent of that partnering with the commercial sector, but it was recognised that the work carried out to date has identified potential benefits and therefore warrants focusing our resources on further assessing the viability of this approach.

3.2 Interim Steps and Local Efficiency Savings

Over the coming months the Collaboration Programme Team will be working with force Support Departments to put in place interim measures, primarily involving process and system changes, to streamline and harmonise the provision of support services to the three force Protective Services units that are being established in 2012. The focus of this work will be in ICT, HR and Finance. Alongside this development, forces will continue to target local efficiency savings in the support area. The Collaboration Programme Team will seek to shape these developments alongside the longer-term changes so as to ensure they are compatible.

4. Next Steps

4.1 High Level Timetable

A high level timetable has developed covering the next 18 – 24 months:

- An Organisational Support Team will be established over the coming month to progress the programme, tasked with taking a business case to the JWG and Police Authorities. It is anticipated that completion of this stage will take approximately 6 months, from the point at which the Programme Team is established.

- Subject to demonstrating the viability of the partnering approach, the decision of the Police Authorities would enable the commencement of a procurement process in summer 2012.
- The anticipated procurement process will take approximately 12 months to complete.
- In the second half of 2013/14 the contract and transitional period would commence.

The JWG stressed the importance of:

- Progressing this programme of work such that efficiency savings can start to be made in 2013/14.
- Careful consideration and planning of the staff engagement process.
- Ensuring that work was informed by 'best practice'.

4.2 Short –Term Next Steps and Key Dependencies

The next steps will be:

- Communication and Engagement – Agree initial communication and engage with wider stakeholders.
- Developing a Resourcing Plan to deliver this programme of work over the next 18 – 24 months, covering: - Programme Management, Procurement Advisor, HR Advisor, Legal / Employment Model advice, Service Specification and Contract Management.

The following dependencies have been identified as key to ensuring the success of the programme:

- Integrating the long term programme with the interim Organisational Support changes which are being taken forward to support the three force Collaborative Teams, and the in-force efficiency programmes, such that the different elements are compatible and forces are able to manage the impact on staff and frontline users.
- A key external dependency relates to securing Home Office / NPIA capacity, resources and sponsorship.

4.3 Terms of Reference

The following terms of reference has been proposed for the programme:

- Agree the vision for Organisational Support and what success will look, and develop a staff engagement process.

- Demonstrate the viability of a long-term relationship with a commercial provider to deliver Organisational Support Services and transformational capacity, including setting out the benefits and risks and mitigation that can be put in place.
- Recommend the preferred legal vehicle for delivering the partnering approach, including assessment of current opportunities, such that by early summer the Authorities can consider both the business case and procurement route.
- Set out the high level phasing and application of the partnering approach, addressing the functions it applies to, how it sits alongside non-partnering elements.
- Develop a People Strategy for managing the impact on our staff.
- Set out the principles that will inform the service specification (work to be undertaken to gauge the appropriate level of definition).

5. Conclusion

- 5.1 A significant level of work has been undertaken on the scoping and options appraisal for Organisation Support services. Based on this work, the JWG has tasked the Collaboration Team with focusing its resources on demonstrating the viability of a partnering approach to working with the commercial sector. Subject to decision of the Police Authorities this would enable the commencement of a procurement process in summer 2012.

6. Recommendation

- 6.1 That members note the progress in respect of the Organisational Support element of the Strategic Alliance.

Authors: Philip Wells
 Collaboration Programme Director
 ☎ 01438 757200

James Hurley
 Senior Responsible Officer, Organisational Support
 ☎ 01707 354504

**BEDFORDSHIRE, CAMBRIDGESHIRE & HERTFORDSHIRE POLICE
AUTHORITIES JOINT COLLABORATION WORKING GROUP (JCWG) HELD ON
TUESDAY 6TH SEPTEMBER 2011**

PRESENT:

Members (Bedfordshire):

Peter Conniff, Linda Hockey, Tony Brown, Kathy Johnson

Members (Cambridgeshire):

Ruth Rogers (Chair), Victor Lucas, Shona Johnstone, Matthew Lee

Members (Hertfordshire):

Kevin McGetrick, Richard Smith, Stuart Nagler

Officers (Bedfordshire):

Stephanie McMenemy, Chief Executive/Treasurer; DCC John Fletcher, **Officers (Cambridgeshire):**

Dorothy Gregson, Chief Executive; DCC John Feavoyour; Louise Mann, Performance and Policy Officer

Officers (Hertfordshire):

Andrew White, Chief Executive; Tania Eagle, Deputy Chief Executive; James Hurley, Director of Resources

Collaboration Team:

Phil Wells, Programme Director; Catherine Shepherd, Communications.

1. Apologies for absence

Apologies for absence were received from Mr David Lloyd and Mr Ron Tindall.

2. Minutes of last meeting – Tuesday 21st June 2011

The minutes of the meeting held on 21st June 2011 were confirmed.

3. Matters arising

None.

4. Update on programme

The group received a progress report introduced by Phil Wells which included a brief synopsis of each of the four business cases to be discussed later in the agenda including a summary of the financial implications (total savings/likely set up costs).

There was an update on the appointment of Heads of Departments within Protective Services:

- Scientific Services – Dick Johnson (Bedfordshire Support Staff);
- Professional Standards – Nat Bryant (Hertfordshire);
- Major Crime – Jeff Hill (Cambridgeshire) and
- Firearms – Andy Ewing (Hertfordshire).

The group were also reminded of the Protective Services command posts that had been appointed. Ruth Rogers informed the group that Steve Devine had visited Cambridgeshire's Way Forward Panel meeting which proved a very helpful and informative meeting.

All items on the Work Plan Summary were described as 'on track/no issues' with the exception of the Fleet work stream which was labelled 'delay and/or minor issues'.

RESOLVED:

To note the progress in the Collaboration Work Plan.

5. Protective Services Business Cases

The Chair proposed that the members consider the proposed business models for delivery of protective services in the future. The proposed resolutions, not included in the reports, were as follows:

- Police Authorities were recommended to endorse the preferred business model outlined in the report which was estimated to create combined savings of £2.5m with set up costs of £0.96m.

- Police Authorities were recommended to endorse the business case as the basis for a Section 23 agreement.

John Fletcher described the update as the next step in the Protective Services work streams following the support shown at the working group previous meeting. He expressed gratitude to the team and the business leads for meeting the compressed timescales for preparation of the business cases..

The group heard of the four benefit ‘types’ to the organisations of working collaboratively:

- Cashable benefits;
- Increased capability, looking at most effective practice in all three forces;
- Increased capacity, looking at efficiency and resilience and
- Non-cashable benefits, e.g. additional support to local policing structures.

The Group acknowledged that there were risks associated with collaboration and that this time was very unsettling for the people employed by the organisations. It was stressed that people would be kept informed and consulted. The Group the desire to continue to deliver good performance or even enhance performance during the period of change. Each business case was discussed in turn.

5a Business Case – Major Crime

The case proposed a joint Major Crime Unit, with a single head and two geographical hubs: one in Welwyn Garden City and the other in Cambridgeshire (location to be confirmed).

The Group discussed the possibility of a flexible employment model which could bring in civilian Assistant Investigators from an approved agency at times of high demand. It was stressed that the structure would phased in to ensure such support was not required on a full time basis.

The set up cost of the unit was acknowledged to be relatively high, which was attributed to having two bases and the temporary extra costs associated with staff travel.

Members of the Group requested greater consistency in how information was presented to them in the future:

- The distinction between Huntingdon and Hinchingsbrooke HQ;
- For information to be presented concentrating more on the expected resilience of shared working as well as cost savings. Phil Wells agreed and stated resilience as a further driver for further efficiencies;
- Consistency in how savings were to be presented.

The Group heard that good Communications Strategies around collaboration were vital.

The Group explored the need to develop a new joint employment model. Concerns were raised regarding the pace at which this was being developed and asked for more information to be brought to a future meeting.

5b Business Case – PSD

The case described a base, in Biggleswade, for Professional Standards Department with large investigation teams made up of personnel from each force. The joint Vetting Department would be based in Letchworth. The Group was informed that the business case was based on national best practice. The Unsatisfactory Performance Coordinator would have a structure of less police officers and more civilian staff. It was hoped that some investigators may transfer from the Major Crime team which would be decreasing its number of investigators. The set up cost (£105k) was mainly redundancy and relocation expenses with predicted savings of £640k. The differing HR policies were discussed. Phil Wells reassured the Group that an imminent meeting was planned to look at the top ten policies of all three forces and to align them.

5c Business Case – Firearms

The business case proposed a joint training centre at Kempston with a ratio of trainers to officers improved on the present arrangement. There would be three bases: Huntingdon, Welwyn Garden City and Kempston with a single shift pattern for all. Work was underway to identify suitable Inspectors to carry out the work to align shifts, overtime peaks/troughs etc to produce a workable system. The Group was informed that the NPIA were supportive with the plans thus far. There was to be more focus for Sergeant on supervision rather than performing Constable roles. It was acknowledged that this could reveal training issues. The Group expressed concern that the ratio of Sergeants to Constables would decrease and were assured that the level of

training of Constables in firearms was high enough that they had a greater degree of independence than regular Constables.

Regarding overtime the Group were assured that lessons had been learnt from previous experience and that this was due to be scrutinised closely.

It was the intention to go live with the new system in April 2012. Issues with Luton Airport were ongoing but the proposed model would be unaffected.

The Group expressed concern over the Olympics 2012 but were assured that with a certain number of firearms officers assigned to Olympics duties the plans still provided resilience to all three counties. The Group was informed that Steve Devine was engaged on this matter with more clarity emerging as time progresses.

Members of the Group were invited to attend a 'new tactics' demonstration event which would serve to reassure and educate them regarding threats specific to the Olympics and other terrorist threats.

5d Business Case – Scientific Services

The case proposed a single senior management team with units spread over the three counties. Single shift patterns for personnel were expected to be put in place. The Head of Unit had been given a target of £500k savings over two years which was believed to be achievable. The Group was reminded that the National Forensic Science contract was also being agreed and this was expected to make further savings.

RESOLVED

- That Police Authorities were recommended to endorse the preferred business model outlined in the 4 business cases with estimated combined savings of £2.5m with set up costs of £0.96m.
- Police Authorities were recommended to endorse the business case as the basis for a Section 23 agreement.

6. Operational Support – Update (Verbal)

John Feavours gave a verbal update on progress.

Contact Management:

John Feavours spoke to the Group and explained the complexities of this area of work, with many interfaces and connections throughout the three organisations.

The Group heard that a scoping document was likely to be presented to this Group in November 2011 to outline the proposal for the most cost effective delivery of service to the public served by the three collaborating forces. The intention was to firstly introduce the same system (currently used by Cambridgeshire Constabulary) to all three forces leading to the same command and control system throughout. This was suggested as the best 'first move'. The suggestion was that this would ideally be implemented as soon as possible, before Project Athena was implemented.

Members of the Group expressed some concern over issues such as ICT strategy, Estates and staffing. John Feavyour assured the Group that the plans would fit in with the Eastern Region ICT Strategy. The Group acknowledged that existing interfaces were tried and tested and should be maintained but that they supported the move in principle.

The Group was grateful for the illustration of the complexity of Contact Management. They expressed an interest in details of how the work was to be managed and delivered especially if significant structure change was likely. It was agreed to provide detail in the report for November 2011 meeting.

RESOLVED

For the Group to receive a scoping document in November 2011 regarding plans for Contact Management.

7. Organisational Support – Update (Verbal)

James Hurley gave a verbal update on progress. The emphasis of the project was to support local policing and the collaborative units. There were two strands: to ensure that the work is set out to the police authorities so that they are able to see a sizeable dividend created in a robust way and to illustrate the type of vehicle or structure used to create it. There were three types of vehicle as options: shared model, joint model or outsourcing.

James Hurley informed the Group that there was a focus on accessible costs with savings primarily in staffing. There was the intention to remove the current level of duplication in organisational support, with much work being centralised, and to see a common ICT system across all organisational support functions. The Group heard of the vast number of ICT systems used across the three forces (approx 70). James Hurley told the group that work was under way to discuss with commercial suppliers their view of the forces as an eye from the commercial world.

The Group were informed that they were to receive a scoping presentation which would be prepared by the end of October 2011. The Group would then be asked to give a steer from which the scoping documents could be presented at the meeting in November 2011. The criteria being examined in order to achieve the best model were:

- The best access to expertise;
- Procurement and legal considerations;
- Fixed and governance costs.

It was emphasised that the model which worked best for the BCH Collaboration would be that which was adopted with 'our' visions and outlook in mind.

Members of the group were keen for Estates management issues to be considered far enough in advance as many take a considerable time to implement. There were also suggestions for working more with the private sector and joining resources with local authorities on items such as payroll.

RESOLVED

For the Group to receive a presentation of the scoping of work in the Organisational Support field of work by the end of October 2011 with a view to providing the November meeting with scoping documentation.

8. Apportionment Update Paper

The report presented a number of apportionment methods, their potential financial impact and issues surrounding each one. Ruth Rogers pointed out that recent discussion at a Cambridgeshire Police Authority forum had concluded that Members accepted that, although an overall saving was obviously sought, there would be individual areas where investment would be needed and where some costs may rise.

The Group agreed that discussions around the issue of apportionment would not affect the will to collaborate, that the level of savings would not be achievable without collaboration and that a methodology could be developed which struck an appropriate balance between grant and demand/usage.

The Group heard that there would effectively be a 'base contribution' from each force to meet the fixed costs of collaboration, but that demand/usage should make up a significant part of the apportionment issue. Three points were made:

- That paying for usage bears down on demand;
- Flexible deployment was an option, which could be set out by senior officers or police authorities;
- Collaboration would be under an increasing amount of scrutiny and that the public would require evidence of a demonstrably fair and equitable police service wherever they lived.

All members of the Group acknowledged the tight deadlines approaching for agreements from Police Authorities.

RESOLVED

For the Chief Executives to meet and agree an appropriate apportionment methodology.

9. Programme Risk Log

A report was presented to the Group which showed the risks which had been identified as affecting departments due to be collaborated. The risks were listed as general for Bedfordshire, Cambridgeshire and Hertfordshire. There were a total of 29 open risks, all of which remained the same level as previously reported.

The Group discussed the risk relating to asking staff to travel to new locations, ICT systems and the transfer to the Police and Crime Commissioners. The Group expressed that the forthcoming guidance from the APA would be greatly appreciated on how to approach issues of collaboration with the incoming Police and Crime Commissioner. The Group learnt that for staff issues, more UNISON representatives were being recruited in order to increase the capacity for consultation.

The Programme Director assured the group that as projects developed, their associated risk would be driven down.

10. Update on HMIC Support and Challenge

The Group was presented with a copy of a letter from HMIC which followed on from a meeting of 15th July 2011 when the three forces met with Zoe Billingham and discussed plans for collaboration. The final collaboration plan was to be sent to HMIC by the end of September 2010 after reflection on the content of the letter.

The letter made satisfactory and positive comments including:

- That the recently agreed Strategic Alliance provided a clear vision, set of principles and clarity around the collaboration programme over the next four years;
- That it was particularly pleasing that work to exploit opportunities to collaborate on all aspects of policing included ensuring that service structures and operating methods were fit for purpose over short, medium and longer term.
- That the positive attitude and robust governance structure was enabling a good pace of change.
- Noted the good practice of carrying out post implementation reviews.
- That a key issue for all forces was how to measure the effectiveness and efficiency of collaborated units.
- Encouraged by the partnership approach of looking at total savings rather than individual business cases for each force.

Phil Wells assured the Group that the formal plans could be ready for HMIC to examine by the end of September 2011 but the level of detail required by the letter would mean that a deadline of the end of October 2011 would be preferred.

11. Date and time of next meeting:

It was noted that the next meeting would be held on Wednesday 26th October 2011 at 10am.



**EASTERN REGION COLLABORATION
JOINT STATUTORY COMMITTEE
PART 1 MINUTES OF THE MEETING HELD ON WEDNESDAY 21 SEPTEMBER 2011**

Members present:

Bedfordshire Police Authority

Peter Conniff, Chair

Cambridgeshire Police Authority

Victor Lucas, Vice Chair

Essex Police Authority

Anthony Jackson, Chair

Linda Belgrove, Vice Chair

Hertfordshire Police Authority

Stuart Nagler, Vice Chairman

Richard Smith

Norfolk Police Authority

Stephen Bett, Chair

Suffolk Police Authority

Judy Lancaster, Vice Chair

Officers present:

Bedfordshire Police

Alf Hitchcock, Chief Constable

Cambridgeshire Police Authority

Dorothy Gregson, Chief Executive

Cambridgeshire Constabulary

John Feavours, Deputy Chief Constable

Essex Police Authority

Charles Garbett, Acting Chief Executive

Essex Constabulary

Jim Barker-McCardle, Chief Constable

Hertfordshire Police Authority

Tania Eagle, Deputy Chief Executive

Julia Harries, administrator

Hertfordshire Constabulary

Andy Bliss, Chief Constable

Jerry Tattersall, DCS, ERSOU

Norfolk Police Authority

Chris Harding, Chief Executive

Norfolk Constabulary

Phil Gormley, Chief Constable

Suffolk Police Authority

Chris Jackson, Chief Executive

Suffolk Constabulary

Simon Ash, Chief Constable

Regional Collaboration Team

Mike Austin, Chief Inspector, Manager

Marian Gray, Team Co-ordinator

Andy Barker, IT Director, Kent/Essex

Paul Maghie, A/ DS, TIU

PART 1 IN PUBLIC

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Derek Benson, Zoe Billingham, Robin Chapman, Jackie Cheer, Linda Hockey, David Lloyd, Steph McMenamy, Simon Parr, Ruth Rogers, Joanna Spicer, Andrew White

The Chair welcomed everyone to the meeting and thanked Suffolk for their hospitality.

2. DECLARATIONS OF INTEREST

None

3. PART 1 MINUTES

The Part 1 minutes of the meeting of the JSC on 21 April 2011 were approved as a correct record and signed by the Chair.

4. INDEPENDENT CUSTODY VISITING ASSOCIATION (ICVA) – REGIONAL REPRESENTATION

The JSC endorsed the nomination of Cllr. David Wood to continue as the regional representative on the ICVA Executive Committee.

5. REGIONAL COLLABORATION TEAM UPDATE

Chief Inspector Mike Austin, manager of the Regional Collaboration Team, gave an update on the activity undertaken by the RCT Team since the last meeting in April.

6. PREFERRED PARTNERSHIPS UPDATE

The JSC received an overview from the three partnerships in the region, outlining the current and future areas of business being developed through a collaborative approach.

7. CONDUCT OF BUSINESS FOR THE EASTERN REGION JOINT STATUTORY COMMITTEE UP TO NOVEMBER 2012

The Committee discussed a report reviewing the requirement for the JSC over the next year in the light of forthcoming new governance arrangements.

It was agreed that the JSC should be maintained until the abolition of Police Authorities and also that consideration should be given to the formation of a successor body. The Chief Executives would work closely together on this.

The meeting dates in November, January and April would be left as they were at present and cancelled/moved if required.

8. PROJECT ATHENA UPDATE

This was taken in Part 2 of the meeting.

9. DATES OF MEETINGS IN 2011

Thursday 3 November	Cambridgeshire Police HQ
Monday 16 January	Hertfordshire Police HQ
Monday 16 April	venue to be confirmed

The meetings will start at 1.00pm, with lunch available from 12.00pm.

10. URGENT PART I BUSINESS

None

PART II AGENDA

(Business taken in private)

11. EXCLUSION OF THE PRESS AND PUBLIC

The public (including the press) were excluded from the meeting during consideration of the following agenda items on the grounds that they involved the likely disclosure of exempt information as specified in Part 3 to Schedule 12A of the Local Government Act 1972 and the public interest not to disclose the information outweighed the public interest in disclosing it.

12. PROJECT ATHENA UPDATE

Andy Barker gave a presentation on the current status and timetable for Project Athena.

All Athena Police Authorities will be asked to sign a call off contract at the same time that the reference Police Authority (Essex) signs the framework agreement (November 2011).

The JSC agreed that there would be a need to be a joint committee for all parties signing up to Project Athena.

13. ANNUAL REPORT OF THE EASTERN REGION SPECIAL OPERATIONS UNIT (ERSOU)

The JSC received a report setting out the performance of ERSOU between 1 April 2010 and 31 March 2011.

The next meeting in November would receive a report with budget proposals for ERSOU.

Jerry Tattersall was thanked by all members and officers for his achievements and they wished him well for a happy retirement.

14. SIX-MONTHLY REPORT FROM THE COUNTER TERRORISM INTELLIGENCE UNIT

Paul Maghie gave an update on the work of the CTIU and was thanked for his report.

15. URGENT PART 2 BUSINESS
None



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	POLICE AUTHORITY 25 NOVEMBER 2011
AGENDA ITEM No:	10
TITLE:	DRAFT STRATEGIC PLAN 2011-15 INCLUDING DRAFT ANNUAL POLICING PLAN 2012/13 COVERING REPORT
DATE OF REPORT:	8 NOVEMBER 2011
REPORT OF:	CHIEF EXECUTIVE/TREASURER AND CHIEF CONSTABLE
AUTHOR:	Police Authority Policy and Project Officer and Force Planning and Inspection Manager
ACTION REQUIRED:	FOR COMMENT AND FURTHER DIRECTION
APPENDICES:	Appendix A: Draft Strategic Plan 2011-15 Appendix B: OSA Working Group Terms of Reference

EXECUTIVE SUMMARY:

This report presents the draft Strategic Plan for consideration by the Police Authority. This will be a joint plan for the Force and Authority building on the changes of the last year to manage significant financial challenges, whilst delivering services that meet the needs of our community. The Strategic Plan will incorporate the Annual Policing Plan which will outline specific progress to be made in the year from April 2012. The setting of a Strategic Plan has inherent financial implications and impact on the management of strategic risks.

RECOMMENDATIONS:

Recommendation 1:

Members are asked to consider the draft Strategic Plan in light of their previous strategic steer and suggest improvements.

Recommendation 2:

Members are asked to approve the Organisational Strategic Assessment Working Group Terms of Reference.

Originators: Policy and Project Officer, Andrew Lane / Planning and
Inspection Manager, Edward Major
Date: 3 November 2011
Telephone No: 01234 842208
E-mail: andrew.lane@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

- Strategic Steer provided to the Force following the October Police Authority Seminar
- Notes of the Environmental Scanning Session (September 2011)
- The original Strategic Plan 2011-15 including the Annual Policing Plan 2011/12 (published in March 2011)
- OSA Report to Compliance and Risk Management Committee (21 September 2011)

ADDITIONAL PAPERS:

None

1 INTRODUCTION

- 1.1 The purpose of this report is to give the Authority early sight of the draft Strategic Plan so that Members can further shape it prior to formally approving it on 17 February 2012. The Police Authority has a statutory duty to set strategic direction and publish a strategic plan, including annual objectives on behalf of the people of Bedfordshire.
- 1.2 The draft Strategic Plan originates from the detailed work undertaken in 2010/11 by the joint Force and Authority Strategic Planning Working Group. The outputs of this group included the strategic intent to Fight Crime and Protect the Public and a Strategic Plan with sections on each of the next four years. The plan presented today has been refreshed with the strategic steer given by Members at the October 2011 Police Authority Seminar and updated to reflect issues highlighted by this years' Organisational Strategic Assessment process.
- 1.3 Police Authority Members met for an Environmental Scanning Workshop in September to consider a range of national and local, social, criminal, economic and other issues. The session also discussed the implications of the Police and Crime Commissioner and the future commissioning of services. Members debated the significant work undertaken last year and what the original 2011-15 Strategic Plan had agreed for 2012/13 and 2013/14.

2 POLICE AUTHORITY STRATEGIC DIRECTION

- 2.1 At the October Police Authority Seminar members discussed the extent of the refresh required as we approach the second year of the four year plan set in March 2011. This was a new plan set to match the period of the Government's Comprehensive Spending Review period.
- 2.2 The October Seminar agreed a steer for the Force in drafting the Strategic Plan which can be summarised as:
 - Maintain 'Fight Crime and Protect the Public' and other elements of the strategic intent, which has worked well internally and externally (see page 3 of the draft Strategic Plan).
 - Demand will be reduced, which for the public will mean less crime and fewer victims. For the organisation this means reducing repeat demand and failure returns, whilst providing self-service opportunities for the public and better diverting demand to more appropriate private, public and third sector partners.
 - Responsibility is an increasingly important concept. This means Bedfordshire Police meeting its responsibilities effectively, whilst knowing the boundaries of those responsibilities. This includes a strong focus on criminal anti-social behaviour, whilst letting others lead on non-criminal ASB. It also means empowering individuals and communities to take greater responsibility for reducing crime and ASB where appropriate.
 - The Police Authority is responsible for doing what is right for Bedfordshire and should not change strategic direction to encompass anticipated PCC responsibilities. The Authority will ensure it continues to meet its statutory duties until November 2012 and leave Bedfordshire Police on a financially stable footing.
 - Communicating with the public should be a greater priority.

- 2.3 The session also acknowledged the importance of collaborating with forces in Cambridgeshire and Hertfordshire to deliver effective services efficiently. The full steer was accompanied by the notes of the Environmental Scanning Workshop and included a wider range of other issues. The final Strategic Plan will also be shaped by the outputs of the Organisational Support Review, looking at how functions such as human resources and finance can be delivered differently, and the ongoing Organisational Strategic Assessment process.
- 2.4 The Force has used this steer to refresh the Strategic Plan to the draft presented today.

3 ORGANISATIONAL STRATEGIC ASSESSMENT

- 3.1 The Force has revisited last year's Organisational Strategic Assessment (OSA). Evidence has been collated from across the organisation and partners to provide a rounded understanding of the crime and disorder challenges facing our residents and the environmental challenges facing the organisation. This scanning included an assessment of resources and the demands on those resources such as crime performance and emerging threats.
- 3.2 The OSA is being finished during November 2011 to inform the priorities for 2012/13 and these will be included in the revised Strategic Plan. Emerging priorities from the draft OSA are as follows:
- Crime Reduction, incorporating crime levels ('Serious Acquisitive Crime' (Burglary, Robbery and Vehicle Crime) and Most Serious Violence) and detections (Serious Acquisitive Crime, Most Serious Violence and Serious Sexual Offences)
 - Serious and Organised Crime (Organised Crime Groups)
 - Anti-Social Behaviour (including Volume Crime and Crime-Related Incidents)
 - Re-offending
 - Customer Service
 - Counter-Terrorism
 - Efficiency and Value for Money
- 3.3 The full OSA update will be discussed at the Police Authority Seminar in December. The OSA is developed through an OSA Working Group. Following amendments suggested at the September Compliance and Risk Management Committee, updated OSA Working Group Terms of Reference can be found at Appendix B for approval.

4 POLICE BUDGET 2012/13

- 4.1 The budget for 2012/13 takes into account the need to make £6.17M of savings (including the need to invest in further demands), in accordance with the Comprehensive Spending Review.
- 4.2 At the October Seminar Members asked their staff to consult on a range of precept options. The final decision will have implications for the exact delivery of the Strategic Plan. A significant area of uncertainty at present is the policing precept, as council tax levels are yet to be set.

- 4.3 The current Police Funding Formula is being reviewed. Police Authority members are continuing to highlight the use of the dampening mechanism to local MPs, which has historically reduced central grant funding below the level set by the Funding Formula for Bedfordshire.
- 4.4 The 2012/13 budget will be impacted by inflation and the state of the national economy.

5 THE STRATEGIC PLAN AND GOVERNANCE CHANGES

- 5.1 This will be the last Strategic Plan set by the Police Authority, with members maintaining responsibility for holding the Chief Constable to account for its delivery until November 2012. The Transition Programme Board is currently considering the best combination of Committees, Seminars and full Police Authority meetings to hold during our final months.
- 5.2 It is anticipated that only minor changes will be required to reflect the refreshed Strategic Plan within the Police Authority's balanced performance scorecard and other agenda items. To ensure delivery of a value for money service that meets the needs of the public, the Police Authority will continue to focus scrutiny on areas that have seen investment over recent years and priority concerns of the public.
- 5.3 The Police and Crime Commissioner will set a new Police and Crime Plan for the county in March 2013 following consultation with the Police and Crime Panel. This will be a five year plan that incorporates wider community safety and victims issues. The Organisational Strategic Assessment will continue to provide a strong evidence base for strategic planning, accompanying the experience and mandate gained by the Commissioner through the election process.

6 SERVICE / FINANCIAL IMPLICATIONS

- 6.1 The draft Strategic Plan will provide greater value for money by achieving ambitious performance improvements with shrinking financial resources. The recent introduction of the new policing model and ongoing collaboration will be complemented by changes to organisational support. This will include new arrangements for communicating with the public, information technology, facilities and the development of an employment model. Creative partnerships will allow Bedfordshire Police to make better use of resources whilst better fighting crime and protecting the public.
- 6.2 The Organisational Strategic Assessment includes threat, harm and risk analysis of community and equalities issues. The Force and Authority will develop this further based on the draft Strategic Plan produced for this meeting. The force-level Independent Advisory Group will also be consulted on the draft.
- 6.3 Findings from focus groups, consultation stalls and online surveys conducted over the last 18 months remain at the heart of the refreshed Strategic Plan. Public consultation broadly supported the planned programme of service changes, with particularly high levels of support for collaborating to deliver

services more efficiently and effectively. The results of the Police Authority online budget survey will inform members prior to the Resources Scrutiny Committee in January 2012 and Police Authority meeting in February 2012.

- 6.4 Current Force risks align with the components of the draft Strategic Plan. The Plan contains action to develop effective partnerships, close the current budget gap, improve performance and be better placed to deal with any increase in public disorder driven by continuing socio-economic problems. It is recognised that the strategic direction may change with the introduction of Police and Crime Commissioners. However, the threat, harm, risk methodology ensures that the plan has a sound base and will meet the needs of residents, and be suitable for any police governance structure.
- 6.5 Authority risks will be impacted to a lesser extent by the Strategic Plan. It will be one means of communicating to stakeholders about how we are managing the external funding reduction. The development of the plan is part of reducing the risk that we do not meet our responsibilities as precursor authority prior to the introduction of the PCC.

CONCLUSION

The work being undertaken to refresh the strategic direction for Bedfordshire Police will result in an affordable strategic plan that provides the best possible service to Bedfordshire and leaves a future PCC in a strong position to build on the work of the Police Authority. The Strategic Plan has been designed to maintain front-line services and improve performance.

RECOMMENDATIONS

Recommendation 1

Members are asked to consider the draft Strategic Plan in light of their previous strategic steer and suggest improvements.

Recommendation 2:

Members are asked to approve the Organisational Strategic Assessment Working Group Terms of Reference.

Strategic Plan 2011-15 (Revised: March 2012) including specific changes and objectives for 2012-13

This update to our Strategic Plan highlights what was achieved in 2011/12 and describes the broad strategic direction for the next three years (2012-15). It shows how we will continue to deliver a flexible, responsive and local policing service during a period of unprecedented public sector budget reductions.

The Strategic Plan includes specific details on what we will do and focus on in 2012-13.

The Strategic Plan describes how we will:

'Fight Crime and Protect the Public'



*Peter Conniff
Chair of the Police Authority*



*Alfred Hitchcock
Chief Constable*

The Strategic Plan 2011-15

Update: March 2012



fighting crime, protecting the public

What You Want

You, the public, are telling us you want us to focus on the core principle of policing, which is to prevent crime and disorder. So we are holding to our purpose to **'fight crime and protect the public'**.

You want us to: protect life; protect people from violence; protect property; and protect people from disorder.

We will protect you by reducing crime and focussing on the offences which cause the most harm. At the same time we will ensure you are satisfied by agreeing the service we will deliver and then doing what we said we would do. We will reassure you through visible and active local policing to tackle anti-social behaviour and protect the most vulnerable. You want us to do all this as efficiently as possible.

Looking Back – What we've achieved

During 2011/12 we proved the textbooks wrong by improving performance, changing our structure and making massive savings, all at the same time.

Performance: Our purpose to **'fight crime and protect the public'** has driven some of the best improvements in the whole country. We are solving more crimes, especially serious crimes than we did a year ago. Overall crime has fallen by 5%, or around 1200 fewer recorded offences over the year.

Change: We've completely changed how we deliver local policing. Local teams directly manage issues in their areas, calling in specialists such as intelligence and forensics as necessary. Response and call handling teams ensure our resources meet the most pressing demands. This has helped us to increase frontline services, improve our efficiency, focus on core activities and better match resources to demand: to deal with those locations, victims, offenders and events presenting the greatest threat, harm and risk. When we consulted you before these changes between 68 and 91% of you expressed your support.

Savings: Changing the way we deliver local services has saved money. Adding this to savings from collaboration and from continually challenging the way we do business, we have made £6.17M of savings over the last year, meeting the budget reductions enforced by the Government.

The Context

This year, 2012/13, sees one of the biggest changes in policing accountability, as directly elected Police and Crime Commissioners take office in November 2012. Commissioners will represent their communities, listen to their crime and anti-social behaviour priorities and hold the Chief Constable to account for achieving them. The Commissioner will also balance local needs with the national policing requirement. We are determined that the new Commissioner in Bedfordshire will take on an ambitious, efficient, financially secure service, ready to meet the challenges ahead.

Under the Government's spending review, funding for policing Bedfordshire is reducing by 20%, or £19 million, between 2011 and 2015. This plan shows how we will respond to increased demand with fewer resources to deliver the services you need. We have a strong track record of delivering efficiencies.

The 2012 Olympics and the implications of ongoing national economic / social problems will present unique challenges. This plan shows we have experience in Bedfordshire of preventing major disorder and managing large threats.

Nationally, we are a leader in collaboration. We are working with the police services in Cambridgeshire and Hertfordshire and with other public service agencies to allow us to protect the local services we provide.

Like you, the Home Secretary has told us that the job of the police remains as it always has – to prevent crime and disorder.

Strategic Direction for 2012/13

Our focus this year is to continue to work with you and our partners on:

Reducing Crime: Continuing the successes seen over the last year.

Reducing Disorder: With local partners to reduce criminal anti-social behaviour.

Reducing Re-offending: With criminal justice partners to direct prolific offenders away from their criminal behaviour.

Delivering Public Service: Making sure we listen to you, telling you our successes, our actions, the demands we face and our progress in your priorities.

Value for Money: Reducing costs while improving our performance.



We are here to:
FIGHT CRIME AND PROTECT THE PUBLIC

The outcomes we will deliver for the public we serve are:
Protection of Life
Protection from Violence
Protection of Property
Protection from Disorder

We will deliver these by ensuring the public we serve are:
Protected
Protecting the public by reducing crime and focusing on the offences that cause the most harm
Satisfied
Satisfying the public by agreeing the service we will provide and doing what we said we would do
Reassured
Reassuring the public through visible and active local policing to tackle anti-social behaviour and protect the most vulnerable

We will deliver the above by being:
Efficient
Using our resources wisely and striving to become the most efficient police Force in England and Wales

Looking Back: Reviewing Performance



fighting crime, protecting the public

Our performance over the last year shows a real step change...

Compared to a year ago there are now 20% less burglaries, or about three fewer victims per day. Robberies have fallen by 13%. There are 28% less serious violent crimes. Overall crime has fallen by 5%, or around 1200 fewer recorded offences.

We are solving more crimes, shown by our position compared to other police forces. For solving serious crimes such as burglary, robbery and vehicle crime we are now the 16th best ranked Force, up from 37th of 43 nationally. We have improved markedly in two of the most serious areas of crime: serious sexual offences (where we are up to 4th place from 40th) and serious violent crime (where we are up to 24th from 42nd). This indicates that the Force is successfully tackling the higher aspects of threat, risk and harm in our communities. This has been achieved through excellence in crime investigation, through our restructuring of local policing, plus targeting repeat offenders and locations. We could not achieve any of this without the support and information provided by the public.

Reported anti-social behaviour incidents have continued their strong downward trend seen over the past few years.



Improving customer service...

We are pleased to see improving satisfaction rates among victims of crime and we recognise that more needs to be done. Led by senior officers, we are identifying ways to improve further. We are seeking additional feedback from victims of crime. We are examining methods used by the top performing police forces to increase the satisfaction of victims with the service the police provide. In an August 2011 survey 90% of you said that it is important to be kept informed about changes to local policing. We are building on all aspects of communications. If you are a victim of crime we will keep you updated on the progress with the investigation.



Policing Major Threats and Risks...

Marches in Luton on 5th February 2011 by the English Defence League and Unite Against Fascism prompted the largest operation in the history of Bedfordshire Police. Working with the communities in Luton, local partners and the march leaders, and co-ordinating the support of 26 other police forces saw a highly successful policing operation, with all risks to public safety well managed. The Force received an award for its communications over the event.

Firm, fair and friendly policing, built on good relations with local communities and partners, helped Bedfordshire to avoid the disorder that affected other parts of England in the summer of 2011. Bedfordshire Police fulfilled its commitments to the public safety of the nation by providing officers to assist the Metropolitan Police in London during this period. With economic hardship continuing to affect many, the threat of such large scale disorder remains.

These events show the type of large scale, sometimes unpredictable threats for which the police service has to be ready. We also continue to disrupt and disrupt organised gangs of criminals plus protect the most vulnerable.

Looking Forward: Our Performance Objectives for 2012-13



ighting crime, protecting the public

The performance objectives for the coming year to deliver our outcomes are:

- **Protection of Life:** dealing with the threats that can cause the highest risk to members of our communities and protecting the most vulnerable through effective partnership working;
- **Protection from Violence:** reducing serious violent crime whilst maintaining our strong investigation and detection performance for serious violent and sexual offences;
- **Protection of Property:** reducing burglaries, robberies and vehicle crime, solving more of these crimes and reducing the impact of serious and organised crime by tackling the gangs which cause the most harm;
- **Protection from Disorder:** tackling criminal anti-social behaviour and keeping the public and infrastructure safe from terrorism.

We will achieve our objectives by proactive, public-facing policing, providing reassurance through our daily business. We will continue to reduce overall crime levels in our county, particularly focusing on repeat victims and protecting vulnerable people. We will target prolific offenders, working with partners to significantly reduce their re-offending. We will deal with criminal ASB while partners lead on non-criminal ASB, such as environmental nuisance. We are concerned with quality, and will continue to increase customer service and satisfaction when you receive a direct service from us. We will achieve this whilst continuing to strive for further efficiency and value for money.

The Force has adopted a proven approach to achieving the 2012/13 performance objectives: targeting prolific offenders; managing crime and disorder hot spots; managing linked offences; and adopting prevention measures.

Threats arising across the county over time are managed through better assessing risk as calls from the public are taken. Decisions on resources are made on a daily basis, accounting for the threats across the county at any particular point in time.

All functions within Bedfordshire Police and those where we have collaborated with other police forces (such as Murder Investigations, Dogs, Firearms, Roads Policing) work together to achieve the objectives.

We continue to run Operation Vision. By increasing engagement between the Police and the public, seeking their priorities and tackling crime and disorder we aim to boost public safety, satisfaction and confidence. In Vision's first 12 months, police staff, volunteers, cadets and Special Constables visited over 13,000 homes, completed 5,000 priority forms and gave out crime prevention advice and support.



Working with partners to impact crime and anti-social behaviour

As well as working with local partners, as a routine part of daily business, we have set up new strategic planning arrangements with the three unitary authorities (Bedford Borough, Central Bedfordshire and Luton). A newly created Anti-Social Behaviour (ASB) co-ordinator role works directly with partners, with a focus on repeat offenders, repeat victimisation and areas suffering from repeated incidents. Local Policing Teams intervene, with partners, to solve the agreed priorities.

The Force continues to develop new practices to reduce and detect crime. For example, we have recently joined with partners to deliver Integrated Offender Management (IOM). This programme targets the most prolific offenders, giving practical support to rehabilitate them back into society and away from crime. This is anticipated to reduce crime by up to 18% in two years, with significant financial saving to victims, insurance costs and the Criminal Justice system.

Looking Forward – 2012-15: Delivering Changes to Your Service



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Our Overall Approach

We will ensure that Bedfordshire Police remains a strategically independent organisation which collaborates with others where it is beneficial but protects local policing so it is accountable to you, the public.

In becoming more efficient we will become more effective. Increased focus on core work will ensure that our people have the right specialist knowledge, skills and personal drive for the job, whether they work directly with the public or perform a vital support role. Clear leadership and supervision will ensure our people deliver the highest quality service.

The Police are part of the bigger picture of agencies supplying services to the public and we will not act in isolation. Partnerships in many different forms are increasingly important as a way to deliver better outcomes for you.

We will continually review our operations and processes to refocus our policing model. By being responsive and innovative, talking and listening to you, we can better serve your needs. We will learn lessons from the feedback you give us.

Our Policing Model

During 2011/12 we changed all aspects of the way we deliver local policing in Bedfordshire. This has helped us to maintain frontline services, deliver savings and improve performance, by focusing on fighting crime and protecting the public. We have improved efficiency and better matched resources to demand.

We put in place new processes for dealing with those crime locations, victims, offenders and events which present the greatest threat, harm and risk. Local Policing Teams, working closely with public sector partners, tackle low level crime, disorder and anti-social behaviour. Focusing on core policing skills, plus applying common sense and discretion, we secure appropriate justice for all.

We have continued to expand our collaborative working with many joint teams now working across Bedfordshire, Cambridgeshire and Hertfordshire. This has delivered £X.YM of savings to Bedfordshire over the last year, has increased capacity and enabled local policing resources to focus on what they do best.

In our consultation 91% said you don't mind how we structure ourselves as long as we keep crime down and are there when needed.

We were bold and audacious in the way we delivered these major changes. This gives us the confidence to deliver the following changes in coming years:

During 2012/13

We will deliver large-scale savings by radically changing how our organisational support services (for example human resources, finance, training and estates) are organised and by driving down expenditure on goods and services. We will also enable our workforce to continually improve what they do by giving them tools to increase productivity. This will protect frontline resources who will deliver you an increased quality of service.

In an August 2011 survey we told you that in the coming years 60% of services would be collaborated. 96% of you supported this as long as service levels are maintained. We will continue to drive further efficiencies from both existing and new police Force collaborations. New major Information Technology systems will be developed with police partners to enable closer working in the future and to improve performance. We will explore opportunities to work closer with public sector organisations in Bedfordshire, especially in the area of prevention.

During 2012/13 we will put in place new processes to improve the level of customer service throughout the whole process of investigating crime; through regular contact, detailed updates and increased quality of service.

For Anti-Social Behaviour we will signpost you to the most appropriate agency if the matter is not a police responsibility. You, the public, have said you want greater accessibility to information on policing with appropriate channels of communication being used. We will look at the opportunities in relation to this.

Better managing and reducing demands is critical in the context of a reducing budget. We will focus on repeat victims, locations and offenders. We will get our service right first time so people have no need to return for us to correct preventable mistakes. We will increase your access to services on your own terms, such as tracking progress of crimes.

During 2013/14 and 2014/15 we will build further on all of our previous initiatives. Having delivered our internal savings and those from collaboration we will begin to explore outsourcing arrangements. The next page provides further details on our longer term plans.

Resourcing your Service - Value for Money



ighting crime, protecting the public

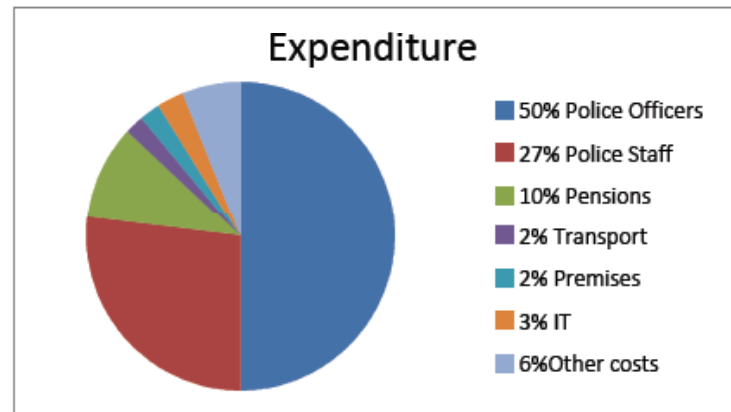
Future Resourcing

The changes we make are designed to both improve performance and save scarce resources. We continue to embed our local policing model, build collaboration programmes, work more closely with other local services and continually challenge how we do business. We made £6.17M of savings over the last year.

By 2014/15 we expect to implement further savings of £13.3M, compared to the £103.1M budget in 2011/12. We have plans in place to meet the budget reductions. With so much of our costs in people this will inevitably lead to falls in the number police officers and staff. Our changes focus on getting the right people where the threats and demands are greatest. We will ensure that our people have the right skills, specialist knowledge and personal drive to fight crime and protect the public, whether they work directly with the public or perform a vital support role. We will further review our mix of regular or volunteer police officers, police community support officers, police staff and service volunteers to ensure we have the right people fulfilling the right duties, in the most effective way, to maximise their contribution to the service you receive. We will work with the new Police and Crime Commissioner to make the best use of all of our resources.

The 2012-13 Budget

We need to make £6.0M of savings in 2012/13. This includes the need to invest in new demands. The 2012-13 budget has been set to support performance priorities, providing a local policing service in an affordable, effective and efficient way. The Police Authority has agreed a budget of £XX million. The chart shows that 50% of our expenditure pays for police officers with nearly 80% covering personnel costs.



Looking Further Forward

We need to make further savings by March 2015. Clarity on funding for this period and beyond depends in part on the funding decisions we make now, and on the state on the national economy.

The Police Authority is running a Transition Programme Board to ensure the Commissioner’s Office and other community safety arrangements are in place. This will allow the Commissioner to quickly become an effective form of governance.

By 2013 the focus of our Strategic Alliance with the Cambridgeshire and Hertfordshire police services will be on organisational support services (such as financial and human resources processes) and on operational support services (such as having shared Control Rooms). We will implement large joint ventures with other police forces in areas such as provision of Information Technology.

We will implement further changes with our public sector partners in the areas where we cross over, for example the protection of vulnerable people and dealing with anti-social behaviour.





Monitoring and Reviewing Progress

The Police Authority currently leads on setting strategic direction and then scrutinising Bedfordshire Police's delivery whilst ensuring value for money is delivered to the public. The Police Authority will monitor progress against the journey towards 2014/15. The Police Authority will ensure that the Police and Crime Commissioner for Bedfordshire inherits both a robust local policing service and established collaborative working, with other police forces, which enhances service delivery by providing more resources.

Police and Crime Commissioners

Bedfordshire's Police and Crime Commissioner will replace the Police Authority following elections in November 2012. The Commissioner will have a direct public mandate to ensure the local police focus resources to tackle what matters most to local communities. We will work with partners to provide a sound evidence base to support the Commissioner in setting their five year Police and Crime Plan in March 2013. Until then we are determined that the new Commissioner in Bedfordshire will inherit an ambitious, efficient, financially stable service, ready to meet the challenges ahead. The Police Authority will undertake its statutory duties until such time it is replaced. This means continuing to scrutinise police performance and use of resources.

The Way We Go About Our Business

We continually consider the demands we are facing, how these are changing and what we need to do about them. We consider these from a Threat, Harm and Risk perspective. We then balance this against the resources we have. Our strategic direction is defined in this plan and is delivered through performance objectives, action plans and change programmes. We will continually learn and improve, never being satisfied with our approach, as part of this process.

Bedfordshire Police Authority
Bridgebury House
Woburn Road, Kempston
MK43 9AX
Tel: 01234 842066
Fax: 01234 843068

www.bedfordshire.police.uk

www.bedfordshirepoliceauthority.co.uk



Bedfordshire Police
Force Headquarters
Woburn Road, Kempston
MK43 9AX
Tel: 01234 842121
Fax: 01234 846450

APPENDIX B: ORGANISATIONAL STRATEGIC ASSESSMENT WORKING GROUP TERMS OF REFERENCE

Edward Major
Revised 14th November 2011

AIM: To inform ongoing strategic development and undertake strategic management of risk processes to enable the Police Authority and Force, with partners, to fight crime and protect the public.

A. ONGOING PROCESS

To consider the changes in key sources of strategic and tactical information (inputs), which are fed through a risk assessment (analysis) to produce recommendations (outcomes).

1. Inputs

1.1 Summary update of current intelligence picture (threats and trends).

1.2 Summary of performance issues and opportunities.

1.3 External and Internal scrutiny:

- Outcomes from inspection and audits
- Forthcoming inspection and audit activity
- Other forthcoming areas of external and internal scrutiny

1.4 External horizon scan highlights:

- National scanning highlights
- Local scanning highlights
- List of standard items for scanning (e.g. cost of metal)
- External performance reporting landscape

1.5 Strategic delivery:

- Impacts of business change
- Emerging themes from Corporate Action Plan progression
- Joint Working and Collaboration
- Lessons Learned (what is working and what is not)

1.6 Impacts of current community cohesion assessments, public consultation and equality analysis.

1.7 Impacts of current partners' assessments and priorities.

2. Analysis

2.1 Classification of demand assessments into Risk categories (strategic; performance; change; operational; partnership).

2.2 Risk Assessment

- Probability; impact and proximity
- New risks; amended risks; closed risks
- Consider Risk tolerance levels

3. Outcomes

3.1 Consider response to inputs and analysis (treat risk; tolerate risk; transfer risk; terminate risk).

3.2 Inform the Force Strategic Board and the Police Authority in determining actions and outcomes and the utilisation of resources.

B. ANNUAL PROCESS

To plan and conduct an annual Organisational Strategic Assessment which assists the planning of the Force and Community Safety Partnerships.

C. MEMBERSHIP

Organisation	Role
Bedfordshire Police	Head of Performance and Planning (Chair)
	Chief Superintendent Local Policing
	Planning & Inspections Manager
	Principal Intelligence Analyst
Bedfordshire Police Authority	Independent Member; Chair of Compliance and Risk Management Committee (papers only and attendance as required)
	Policy and Planning Officer
Community Safety Partnerships	Bedford Borough CSP Manager or Analyst
	Central Beds CSP Manager or Analyst
	Luton CSP Manager or Analyst

D. GOVERNANCE

- **Bedfordshire Police Authority:** Compliance and Risk Management Committee and Strategic Planning Working Group (Authority committee agenda setting).
- **Bedfordshire Police:** Force Strategic Board
- **Community Safety Partnerships:** Community Safety Partnership Managers

E. FREQUENCY

Monthly to set up the processes with longer term frequency to be determined

COMPLIANCE & RISK MANAGEMENT COMMITTEE

21 September 2011

PRESENT

Mr T Brown (In the Chair)

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

Apologies for absence were received from Mr S Choudhry, Mr P Conniff, Mrs K Johnson, Mr M Pantling and Mrs R Whittaker.

Officers in Attendance

Mr J Fletcher - (Deputy Chief Constable)
Mrs K Govier – (Assistant Chief Constable – Business Change) – *Item 6b*
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)
Mrs P Brown – (Member Support Officer)

Also in attendance

Mr P King – District Auditor – Audit Commission
Mr N Gibson - Audit Manager Audit Commission
Suzanne Lane - Internal Audit Manager- RSM Tenon

11/c/10 MINUTES

The Minutes of the meeting of the Committee held on 14 June 2011 were confirmed.

11/c/11 MATTERS ARISING – STATUS REPORT ON THE PROGRESS OF THE ACTIONS ARISING FROM THE LAST MEETING

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

11/c/12 DECLARATIONS OF INTEREST

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

11/c/13 ORGANISATIONAL STRATEGIC ASSESSMENT - INCLUDING RISK REGISTER

The report of the Chief Constable was submitted to update members on the development of the ongoing and annual Organisational Strategic Assessment (OSA) plus the work of the Organisational Strategic

Assessment Working Group (OSAWG). The report detailed how strategic and tactical information (inputs), were to be fed through a risk assessment (analysis) to produce recommendations (outcomes) to inform and shape the Bedfordshire Police Authority and Force strategic planning process. The risk register was attached to the report.

Members considered the report in detail and raised the following:

Members requested the following revisions to the draft terms of reference for the OSAWG:

- That the aim of the OSAWG was to 'inform', rather than 'drive' the strategic development and risk process.
- That the Force Strategic Board and Police Authority determine actions/outcomes and the utilisation of resources, not the working group.

Members welcomed that the OSAWG had held its first meeting in September 2011 and was to meet on a monthly basis but expressed concern as to how the OSAWG work would feed into the Police Authority, particularly the budget process. The Deputy Chief Constable agreed to look at linking the OSAWG meetings with Police Authority seminars and meetings. Members supported that the membership of the OSAWG included partners and Police Authority members.

Members expressed concerns regarding how customer services and complaints were being addressed by OSAWG. The Deputy Chief Constable agreed to further discuss this matter outside of the meeting with Mrs Fletcher.

Members questioned the OSAWG's links to collaborative working with regard to the risk register and were assured that consideration was given to joint/collaborative working.

Members sought reassurance that Force governance arrangements enabled best use of resources informed by all risks and were informed that this was intended.

Members welcomed that corporate action plans would be fluid to reflect changing priorities brought about by ongoing assessments.

Members requested clarity of the risks within the risk register to enable reporting to the appropriate scrutiny committee as would be determined at agenda setting meetings.

The Deputy Chief Constable agreed to redraft the terms of reference and clarify some details of the report, the risk register and diagrams. Members agreed that revised terms of reference, to be signed off by the Committee Chair, would be submitted to the Police Authority meeting in November for approval.

RECOMMENDED

That that revised terms of reference, to be signed off by the committee Chair, be submitted to the Police Authority meeting in November for approval.

RESOLVED

1. That members request clearer defined risks, within the Risk Register, be brought to the agenda setting meetings for allocation to each appropriate committee ,for future reporting and monitoring
2. That the Deputy Chief Constable meet with Mrs Fletcher to further discuss how complaints and customer satisfaction were to be addressed by the Organisational Strategic Assessment Working Group.

11/c/14 REPORTS OF THE EXTERNAL AUDITOR – ANNUAL GOVERNANCE REPORT

The District Auditor presented a report that summarised the findings from the 2010/11 audit which was substantially complete. The report highlighted messages arising from the audit of the Authority's financial statements and the results of work undertaken to assess arrangements to secure value for money in the use of resources.

Members recognised that some misstatements identified during the course of the Audit had been adjusted and that the reasons for no adjustment of such items in relation to the Bedfordshire Pension Scheme and the Accumulated Absences Account were considered as not material to the accounts. This was to be explained in the letter of representation.

One recommendation remained outstanding regarding building in the opportunity for an independent review of the financial statements within the closedown timetable of the Authority. The District Auditor confirmed this independent review could be undertaken internally by an officer. The Chief Executive/Treasurer provided assurance that this had already been considered within the timetable for 2011/12.

Key messages of the Auditor were:-

- The Authority adequately met the move to International Financial Reporting Standards (IFRS)
- The documentation and working papers supporting the accounts were of a good standard
- Value for Money
 - Clear linkages in strategy and budget
 - Robust scrutiny arrangements
 - Resources focused on priority areas

 - Services delivered within budget whilst achieving savings targets
 - Collaboration programme a beacon to police forces nationally

- Key work streams identified opportunities for operational and financial improvement
- Level 3 rating in HMIC Inspection 2010

Bedfordshire Police Authority was assessed as 'green' for proper arrangements to secure value for money and given an unqualified audit opinion. Members were assured that no higher rating can be given by the Audit Commission for the stewardship of public funds.

The Auditor congratulated the Finance Officers on the quality of the working papers in support of the entries in the accounts and of the achieving completion well before the deadline, particularly whilst using the new reporting standards.

Members welcomed the positive report and also congratulated the Finance Officers. The Chair asked members to note that the Police Authority had been involved in the positive key findings of the report. The Treasurer agreed to write to Ms Hannah Broadbank to express appreciation for her hard work in completing the accounts for 2010/11.

RESOLVED

1. That members consider the matters raised in the report prior to publication of the final audited financial statements.
2. That members approve the adjustments to the financial statements in Appendix 2 of the Annual Governance Report, subject to the amendments agreed.
3. That members approve the letter of representation as set out in Appendix 5 of the Annual Governance Report subject to one amendment highlighted.
4. That members agree to the responses in the action plan and support that these are actioned appropriately.

11/c/15 REPORTS OF THE INTERNAL AUDIT

2011/12 Internal Audit Plan – progress to date

Report of the Chief Executive/Treasurer

The Chief Executive/Treasurer submitted a covering report of the work completed to date against the internal audit plan 2011/12, reported by the Internal Auditor below, and third party internal audits as:

Eastern Region Special Operations

This audit undertaken by Hertfordshire Police Authority provided overall substantial assurance that the financial risk associated with the operation had been adequately addressed and ensured that best value as provided to all collaborative partners.

Hertfordshire Police Authority had two further collaborated unit audits planned for the fourth quarter on 2011/12 for Strategic Roads policing and

Counter Terrorism.

Essex Police Authority was in the process of an internal audit on Project Athena for which the draft report had not yet been issued.

Report of the Internal Auditor

Internal Audit Manager, Suzanne Lane, presented the RSM Tenon report on the outcome of work completed to date against the 2011/12 Internal Audit Plan.

Appended to the report were the executive summaries of the following Audits that had been finalised since the last meeting of the Committee. The rating issued is shown in brackets

2010/11 Audit Plan

Risk Management-Assurance Stock take (Advisory – no formal audit opinion)

2011/12 Audit Plan

Business Continuity (amber/green)

Covert Human Intelligence Source Payments (green)

Restorative Justice (amber/red)

External Communications (amber/green)

Performance Management (green)

Appointment System (Advisory – no formal audit opinion)

Return on Investments and Divestments (amber/red)

Work in progress

The following audits were awaiting management responses:

Proceeds of Crime

Duty Planning

Firearms Licensing

HR Redundancy Systems

Members were advised that there had been no changes to the plan approved in March 2011.

Members were assured that the Internal Auditors had met with the Force and Authority to discuss the audit scopes for 2011/12.

Audits graded amber/red

Restorative Justice (RJ)

Members were informed that action to address the high category recommendation regarding the standard and maintenance of RJ crime/process reporting was an ongoing process with dip sampling to commence in November 2011 and progress against the action plan to be brought back to the committee at its next meeting.

Return on Investments and Disinvestments

Members were given assurance that the Restructure Programme was on

course for implementation in October 2011 but advised that a number of issues needed to be addressed to ensure the smooth transition and further the proposed benefits for the future. Monitoring reports on progress against the action plan would be brought back to the committee at its next meeting.

Audit on Transition

The introduction of Police and Crime Commissioners had been delayed by six months to November 2012 and members agreed to support the proposal of the Transition Board that better value would be achieved by moving the proposed internal audit on transition to the fourth quarter of 2011/12. The Internal Auditors had agreed to supply a template to allow the Police Authority to quality assure their transition plan and this will be considered at the next meeting of the committee.

Audit on Duty Planning

Assistant Chief Constable (Business Change) Mrs Govier provided an oral update on the recent audit of Duty Planning that had not yet been finalised. The audit had provisionally been graded red, providing limited assurance.

In April all duty planning had been centralised in the Resources Management Unit (RMU). One main issue that had been identified in the audit was resilience and not managing the volume of work, particularly around outstanding queries.

Members were reassured that additional resources had already been put in place to address these matters in the short term. The plan for the longer term was to review the functions of the unit and assess that they were placed appropriately within the organisation. Members were advised that although the RMU sat under an operational lead much of the work of the unit had been found to be transactional.

Independent Member, Mrs K Johnson, appointed Lead Member on Duty Planning, had informed members of her concerns as;

- Delay in the Global Resourcing System (GRS)
- No written operational policies or procedures for the unit with implications for resilience and maintaining standardised practice.
- Insufficient resources to meet demand.

The Deputy Chief Constable advised that the RMU had successfully delivered day to day resources as required and managed resources on a number of Force operations and supply of mutual aid. He informed members that communications had been circulated to officers and staff as appropriate about issues within the unit and advised that lessons had been learnt since the unit had been set up.

Members agreed for Mrs Johnson to continue her Lead Member Role, meeting with the Assistant Chief Constable (Business Change) with regard to duty planning and report back to a future meeting of the committee and if necessary before then by email to committee members on any further issues identified.

Members expressed concern at the delay in the implementation of the

GRS system and stated that duty planning must be linked to the Human Resources system. Monitoring of this matter was to remain within the current work plans of the committee.

Audit on Human Resources (HR) Redundancy Systems

Assistant Chief Officer (Business Support), Mr Vince Hislop provided an oral update on the recent audit on the HR Redundancy Systems that had not yet been finalised. The audit had been provisionally graded amber/red. One high rated and two medium rated recommendations had been identified in the audit as:

High –Redeployment process to be followed without exception

Medium – Staff to be kept informed

Medium – Improvements to record keeping

The Internal Audit Manager reassured members that there are always reasons why exceptions to processes are made but that they must be well documented and follow a proper approval process.

The Assistant Chief Officer - Business Support advised members that the audit was likely to be accepted without qualification.

In view of the current concerns expressed around this process, Members agreed for Mrs Linda Hockey to be appointed Lead member for HR Redundancy Systems.

RESOLVED

1. That the progress on the 2011/12 Audit Plan be noted.
2. That members agreed to move the internal audit on transition to the fourth quarter of 2011/12.
3. That members agree for Mrs Linda Hockey to be appointed Lead member for HR Redundancy Systems.
4. That the Committee continues to receive regular reports on progress in mitigating the control issues raised in those audit reports currently containing red or amber red ratings.
5. That Mrs Johnson to continue her Lead Member Role with regard to Duty Planning

Progress on Internal Audit recommendations

Assistant Chief Officer (Business Support), Mr Vince Hislop presented a report to members to update of the progress of Internal Audit recommendations. Of the 39 outstanding recommendations, 12 were completed, 21 had not yet reached their implementation date and 6 remained outstanding and would continue to be reported to this committee.

The Assistant Chief Officer (Business Support) highlighted to members the reasons for the delay for the implementation of the Global Resourcing

System (GRS) to December 2011. Two reasons for the delay were explained as 1) the risk identified with bringing in the GRS at the same time as the new policing model and duty management system had delayed the implementation date and 2) Hertfordshire Constabulary, partners in this system, having to reschedule their implementation due to the civil unrest in August 2011.

The Force agreed to a request from members to highlight actions that had slipped from their timeframe for future reports.

RESOLVED

1. That progress on Internal Audit recommendations be noted.
2. Future monitoring reports would highlight exceptions to planned audit recommendations agreed implementation dates.

11/c/16 ANNUAL REPORT OF THE POLICE AUTHORITY SINGLE EQUALITY AND HUMAN RIGHTS SCHEME

Policy and Project Officer, Mr Andrew Lane presented a report to members to provide assurance that the Police Authority was compliant with its statutory equality duties under the Equality Act 2010. The report highlighted progress against the Police Authority Single Equality and Human Rights Scheme 2009.

Members were assured that the Police Authority was achieving its aim of mainstreaming equalities into business as usual and welcomed that this approach would support the transfer of statutory equalities duties to the Police and Crime Commissioner in 2012.

Activity by the Police Authority in 2010-11 was highlighted in the report as;

- Equality analysis of high-risk areas with specific actions being identified and incorporated into the business plan.
- Increased consultation and engagement
 - with more diverse groups
 - using a broader range of methods
 - in different formats
- Member scrutiny of equality issues in performance reports
- Members providing community oversight in support of Force activity
- Quality assurance of Force equality analysis by members*
- Police Authority's continuing investment in Protective Services to ensure the needs of the most vulnerable are addressed
- ICV recruitment reflective of the community
- All staff completing AA Equality and Diversity National Occupational Standard component qualifications.
- Ensuring statutory partners demonstrate a commitment to statutory equality duties
- Promoting equality, diversity and human rights within the strategic planning process
- Reflecting equality, diversity and human rights within its priorities

*Force Equality Analysis

Members were advised that the Authority Lead Member for Equality and Diversity had undertaken a reality checking exercise of Force equality analysis on changes to structure and service delivery. Findings of this exercise were generally positive but raised concerns regarding resilience and embedding and the monitoring of actions identified through the process. Members welcomed that a large number of staff had been trained in equality analysis but expressed concern that the Diversity and Inclusion Officer had been involved in all analysis to date thus implying that this process was not yet properly embedded across all business of the Force.

Members welcomed the overall good news of the report and strongly suggested that this positive message be communicated to the public.

RESOLVED

1. That members accept assurance that the Police Authority is compliant with its statutory duties in relation to the Single Equality and Human Rights Scheme.
2. That the Annual Report 2010-11 on the Single Equality and Human Rights Scheme be approved.

11/c/17 AUTHORITY BUSINESS PLAN AND RISKS EXCEPTION REPORT

A report was presented to members to inform of the progress against the Police Authority Business Plan 2011/12 and monitoring of the Police Authority risk management and delivery of mitigations. The report also advised how 'business as usual' was to be monitored as transition to a Police and Crime Commissioner (PCC) and closure of the Police Authority became a predominant focus. Members were advised that the Business Plan was to migrate to the Transition Plan incorporating business as usual in with a range of transition workstreams.

Police Authority Business Plan 2011/12

Members supported the significant progress made against the Business Plan 2011/12 with 25 actions complete and 34 on track to be completed as expected. There were no outstanding actions.

Transition Plan

Members acknowledged that actions relating to transition were still at an early stage, especially since the recent announcement that introduction of PCCs was to be delayed by six months to November 2012. Transition was expected to become a dominant feature of the organisation in the second half of the year whilst at the same time the Authority was to maintain high standards with regard to its usual business, such as setting the budget and scrutiny of performance, continuing to generate good value for money and Force change. Members agreed that the Police Authority Risk Register was to continue to be monitored by the Compliance and Risk Management Committee.

Members were informed that the Police Authority Transition Board had met

for the first time on 13th September 2011 and comprised of Members, Officers, Communications, Force and partner representatives.

Members were advised that the Transition Plan was to be discussed at the October seminar of the Police Authority.

Police Authority Risks

The Authority Risk Register was appended to the report.

Risk 1 – Failure to undertake adequate and pro active communication to stakeholders

Members supported the significant communication activity that had been undertaken to mitigate this risk since May 2011 and agreed to reduce the likelihood risk from 3 to 2. (Rating revised from amber to green)

Risk 2 – Implications of external funding reduction

Members agreed that this risk be removed from the Authority Risk Register and monitored through the Strategic Force and Authority Risk Register.

Risk 6 - Governance of extended collaborative working

Members agreed that this risk be transferred into a new risk 'Failure to establish the PCC and Force as organisations in their own right' as the outstanding actions related to clarifying the PCC's role in relation to collaboration.

Risk 4 – Uncertainty surrounding the change in overall Governance of the Force

Members agreed to divide this risk into three components as;

- Failure to meet statutory responsibilities of precursor authority until November 2012
- Failure to establish the PCC and Force as organisations in their own right
- Failure of partners to deliver the election, set up the police and crime panel and force wide community safety arrangements

Members expressed concerns regarding the future of Police Authority Officers and their capacity to undertake transition and Police Authority work with no clear direction being given from central government as to their future employment status. It was acknowledged that staff might leave the organisation for more secure employment. The Chief Executive/Treasurer assured members that a Resourcing Plan was in development to address this issue and that a skills audit was in progress to identify skills gaps, training issues and any potential retention issues.

RESOLVED

1. That members acknowledge the progress against the Police Authority Business Plan 2011/12.
2. That members agree for the Compliance and Risk Management Committee to continue to monitor the high level Risk Register.
3. That members agree for the Transition Board to monitor risks in

detail at their monthly meetings.

4. That members agree for the Compliance and Risk Management Committee to monitor, through exception reporting, the Transition Plan, encompassing activity from the former Business Plan.
5. That members approve the amendments to the Risk Register as outlined above.

11/c/18 ANNUAL REPORTS OF POLICE AUTHORITY VOLUNTARY ORGANISATIONS

RESOLVED

Members noted the 2010/11 Annual Reports of the Animal Welfare Scheme and Independent Custody Visiting Scheme.

GLOSSARY OF TERMS

GRS	Global Resourcing System
HR	Human Resources
IFRS	International Financial Reporting Standards
OSA	Organisational Strategic Assessment
OSAWG	Organisational Strategic Assessment Working Group
PCC	Police and Crime Commissioner
RMU	Resources Management Unit



COMMITTEE AND MEETING DATE	Police Authority – 25th November 2011
AGENDA ITEM No:	12
TITLE:	From Police Authorities to Police and Crime Commissioners: Business Plan for Transition 2012-13 (incorporating progress update from Transition Programme Board)
DATE OF REPORT:	10 November 2011
REPORT OF:	Chief Executive/Treasurer
AUTHOR:	Deputy Chief Executive
ACTION REQUIRED:	For Approval
APPENDICES:	2012/13 Business Plan for Transition Police Authority Risk Register High Level Project Plan

EXECUTIVE SUMMARY:

This report outlines the business arrangements for the Police Authority during its final year as the governance body for Bedfordshire Police.

The 2012/13 Business Plan for Transition adopts a risk based approach with the objectives and priorities developed to address and manage identified risks.

Key to successful delivery of the Business Plan will be the involvement of partners and their work to ensure that the Police & Crime Commissioner is elected and that the checks and balances, by way of the Police and Crime Panel, are effectively established.

RECOMMENDATION:

Recommendation 1: That the 2012/13 Business Plan for Transition be approved.

Originators: Dr Julie Wymer, Deputy Chief Executive

Date: 9th November 2011

Telephone No: 01234 842283

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

BACKGROUND PAPERS:

Police Reform and Social Responsibility Act (September 2011)

Report on governance arrangements for Transition – Police Authority July 2011

Review of resources – paper to Programme Board for Transition – September 2011

Bedfordshire Police Authority/Force 2011-15 Strategic Plan

ADDITIONAL PAPERS:

APA Checklist for Transition

1. INTRODUCTION

- 1.1 The Police & Social Reform Bill, published in November 2010, made provision for changes to police accountability and governance. The Bill gained Royal Assent in September 2011 and provides for the election of a police and crime commissioner (PCC) in November 2012. The PCC will replace Bedfordshire Police Authority as the governance body for Bedfordshire Police.
- 1.2 Over the past two years the Police Authority has provided Bedfordshire Police with clear strategic leadership and developed an affordable strategic plan to deliver the strategic intent to Fight Crime and Protect the Public. Medium term resource planning is well established in order to manage the budget reductions imposed by the Coalition Government.
- 1.3 The Police Authority's strategic and financial planning has enabled front line services to be protected and, until such time that it ceases to exist, will continue to hold the Chief Constable to account for the delivery of an efficient and effective police service for local people.
- 1.4 The Police Authority has also given a commitment to putting in place arrangements for a smooth and effective transition to the new governance arrangements. The way in which these two major pieces of work are to be managed is set out in the Authority's 2012/13 Business Plan for Transition.

2. STATUTORY REQUIREMENTS

- 2.1 The Police Authority has a statutory duty to hold the Chief Constable to account for the delivery of an efficient and effective police service and to put in place the necessary arrangements for transition to a new model of police governance.

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

- 3.1 The 2011/12 Business Plan made provision for establishing a panel or board to manage the transition process. The Police Authority approved the establishment of a programme board in July and the Board has subsequently met regularly to put in place the necessary arrangements to manage the transition.
- 3.2 Business Plan for Transition – 2012/13
- 3.3 As with previous Business Plans this plan adopts a risk based approach with the objectives and priorities developed to address and manage identified risks. However, the plan differs from previous business plans in that the timeframe will be from 1 January 2012 to 31 March 2013.

This timeframe acknowledges a key activity for the Police Authority in setting the Strategic Plan, the 2012/13 budget and medium term resources plan as

well as seeing the establishment of the PCC's office, the PCC induction programme and development of a five year Police & Crime Plan.

Members scrutiny role will be critical to the successful delivery of the Strategic Plan in the final year by holding the Chief Constable to account to ensure that the public receive a good quality, value for money, service.

3.4 The Plan reflects the work the Police Authority needs to undertake in the coming year and is shaped around two objectives:

- Ensure that Bedfordshire Police Authority continues to meet its statutory duties until such time it is abolished;
- Ensure a smooth and effective transition to the office of the Police and Crime Commissioner.

3.5 In developing the business plan and accompanying project plan a number of assumptions have been made and considered as part of the risk assessment. The strategic risks are outlined in the plan with one risk being identified as a 'shared' risk with partners. The risks have been approved by the Authority's Compliance and Risk Management Committee.

Our partners will play a significant part in helping to achieve the Business Plan objectives, particularly in relation to the election of the PCC, the establishment of a Force wide Police & Crime Panel and the arrangements for community safety and the wider criminal justice sector. Partners have been consulted on their role in contributing to the delivery of the Plan.

The Business Plan is accompanied by a high level project plan. The project plan is based on a national framework and checklist with indicative timelines. We expect the project plan to develop in more detail to cover key milestones, costs, resource requirements and outputs as further regulations and guidance is issued.

3.6 Resourcing the Plan

A review of the resources available to the Police Authority has been undertaken to ensure the Police Authority can deliver the Business Plan.

In addition to their valuable scrutiny role, members will continue with their engagement in communities and partnerships and provide a quality assurance role as transition arrangements develop.

External and internal contracts have been reviewed and the Public Relations contract extended. The contract was awarded in 2008, initially for two years, with the option of extending the contract each year for a further two years. The Programme Board using its delegated decision-making authority has extended the contract for the period up to March 31st 2013 to ensure the PCC has arrangements in place when taking up office.

A staff skills audit has been conducted and a training plan is in development to best align skills with organisational needs.

3.7 Update from the Programme Board

The programme board is established and has met on two occasions at the time of writing. The first two meetings considered early drafts of the Business Plan, risk register, resources review and early scoping for an internal audit on transition arrangements due to take place early in January 2012. Minutes from these meetings are available on request.

The third meeting, arranged for the 15th November, is due to be attended by partners. An update, by way of the Board minutes, will be provided to all members prior to the next Police Authority meeting.

3.8 Governance Arrangements

Responsibility for the successful delivery of the Business Plan is set out in the plan (section 3.2).

Additional assurances will be available for the Police Authority following the Internal Audit planned for January 2012 and the HMIC inspection as yet to be determined.

Options on arrangements for 2012 post the Annual General Meeting will be considered by members at the December seminar and the outcome of this will determine arrangements during the final phase for the Police Authority.

4. **SERVICE/FINANCIAL IMPLICATIONS**

- 4.1 The 2012/13 Business Plan for transition seeks to address and manage the strategic risks currently faced by the Authority.
- 4.2 The Plan allows the Police Authority to continue to be fully functional whilst it transitions to new governance arrangements. The public will continue to receive the same level of policing they have come to expect.
- 4.3 The costs of transition are as yet unknown and it is assumed that at this stage any additional costs will be met from within the Authority's existing budget provision.
- 4.4 The Authority is committed to keeping the public informed. A series of fact sheets will be developed as further information becomes available.

5. **CONCLUSIONS**

- 5.1 As the Police Authority enters its final year the Business Plan for transition sets out the arrangements to ensure it remains fully functional during the transition.
- 5.2 Arrangements have been put in place to ensure the Authority has the necessary resources and skills to deliver the Business Plan.
- 5.3 Members will remain critical to the successful delivery of the strategic intent to Fight Crime and Protect the Public.

6. **RECOMMENDATION**

Recommendation 1: That the 2012/13 Business Plan for Transition be approved.



From Police Authorities to Police and Crime Commissioners

Business Plan for Transition – 2012/13

1. Introduction

Bedfordshire Police Authority is an independent organisation and has the statutory duty to ensure an efficient and effective policing service for the people of Bedfordshire. We are fortunate to work with a highly committed police force which seeks to deliver and maintain good standards of policing for local people.

At the present time both the Police Authority and Force face difficult financial challenges in light of the significant budget reductions announced by the Coalition Government through its four year comprehensive spending review programme. It is the responsibility of the Authority, in conjunction with the Chief Constable to find ways of addressing these budget cuts while maintaining front line services.

At the same time as dealing with budget reductions the Authority will be undertaking a significant business change programme as it transitions to a new model of governance. The Police Reform and Social Responsibility Bill received Royal Assent in September 2011. Under the Act Police Authorities will be abolished and replaced by a directly elected Police & Crime Commissioner in November 2012.

During this transition period the Police Authority will continue to ensure Bedfordshire Police provide local people with a good quality, value for money¹, policing service. Our approach to dealing with the financial challenges has focused primarily on our ground-breaking collaboration programme with Hertfordshire Police Authority and Constabulary and more recently the strategic alliance which includes Cambridgeshire Police Authority and Constabulary: this three Authority/Force alliance will achieve even greater economies of scale. We are confident that this approach is the right approach with 89% of local people stating they are happy for us to collaborate in order to minimise any impact on front line services. Moreover, 96% are happy for further collaboration if the policing service they receive stays the same or improves.

The Authority has also consulted with the public in relation to the changes we have made to the delivery of local policing. Almost 70% of people support dealing with minor crime over the telephone provided consideration is given to vulnerability and individual need and 87% are happy for any part of the workforce such as Police Officers, Police Community Support Officers or police staff to deal with their issues. People have told us that they do not mind how the Force is structured as long as the police are there when needed. The re-structuring of the Force has enabled us to double the number of police officers available to local policing teams. Our approach to securing a value for money policing service will see the Police and Crime Commissioner inherit a medium term resources strategy to deal with the financial challenges whilst improving performance in priority areas, as set out in the Police Authority's 2012/13 Strategic Plan.

Over the coming year, and as the detailed changes to the new governance structure become known, we will keep the public fully informed so that everyone is fully aware of what the changes will mean

¹ The Police Authority is one of only five authorities nationally HMIC/Audit Commission Police Authority Inspection 2010. Audit Commission report Sept 2011

for them. During this period the Police Authority will remain fully functional. The key message to the public is that it is 'business as usual'. We will continue to focus on delivering our strategic intent to 'fight crime and protect the public' while implementing the necessary arrangements for the arrival of the Police and Crime Commissioner.

2. Meeting our statutory duties

The Police Authority has a wide range of statutory duties² which are undertaken in an open and transparent way. Through a planned cycle of committee meetings Members make informed decisions and undertake detailed scrutiny by engaging with and listening to what the public are saying and taking expert professional and policy advice.

As a learning organisation the Police Authority strives to improve its performance year on year and this is achieved through a business plan which is reviewed³ and refreshed each year.

3. 2012/13 Business Plan for Transition

Our business plan covers the period from January 2012 to March 2013 and adopts a risk based approach with priorities developed that will address and manage identified risks. During the development of this business plan a number of risks have been identified in relation to transition. Our approach to risk management is set out in section 3.3.

The business plan for transition is structured in two parts and key to delivery will be getting the balance right between each part. Our immediate focus will be to ensure that Police Authority meets its statutory duties in relation to setting a strategic plan and budget. However, as the year progresses and national guidance and regulations are produced the establishment of the office of the Police and Crime Commissioner will become the dominant focus for Police Authority staff, supported by Members who will assume a quality assurance role.

In addition to the strategic planning and budget setting processes the implementation plan incorporates work to support the committee cycle to ensure detailed scrutiny takes place in order to hold the Chief Constable to account. The scrutiny/public accountability role will become the focus for members in their final year to ensure value for money is delivered through the delivery of efficient and effective policing in Bedfordshire.

The objectives of the 2012/13 business plan for transition is twofold:

Objective 1

Ensure that Bedfordshire Police Authority continues to meet its statutory duties until such time it is abolished;

We will do this by focusing on the following priorities:

Setting an affordable 2012/16 Strategic Plan and annual policing plan

² See www.bedfordshirepoliceauthority.co.uk for a full list of statutory duties

³ See appendix A for an evaluation of performance against the 2011/12 Business Plan

Setting the 2012/13 budget, including the precept, and a medium term resources plan

Holding the Chief Constable to account for the efficient and effective delivery of the Strategic Plan

Making the appropriate decisions to enable the Chief Constable to deliver the strategic intent

Objective 2

Ensure a smooth and effective transition to the office of the Police & Crime Commissioner.

We will do this by focusing on the following priorities:

Effectively establishing the PCC as a creature of governance

Effectively establishing the PCC and the Chief Constable as organisations in their own right

Ensuring the effective closure of the precursor Police Authority

Working in partnership to ensure the election of the PCC; the establishment of a Police and Crime Panel and the establishment of protocols to meet the reciprocal duty to

3.1 Delivering the business plan for transition

The objectives and priorities of the business plan have been developed into a comprehensive implementation plan in order that the following timescales are met.

- The transition period from November 2011 to November 15th 2012
- The period between 15th November 2012 and 22nd November 2012 when both the precursor police authority and PCC will be in post
- The period post-election from 22nd November to 31st March 2013

The following assumptions have also been made:

- That regulations and guidance from the Home Office Transition Board, APA and others will be delivered in a timely manner.
- That funding arrangements for the Police & Crime Panel do not fall to the Police Authority and the host authority has the resources to support the functions and responsibilities of the new panel.
- That the cost of the PCC election will not fall to the Police Authority and the identified local authority will have adequate resources to facilitate election requirements.
- That partners will co-operate with the Authority in making the necessary transition.

Our partners⁴ will play a key role in the transition and its success. Understanding the impact of the Police and Crime Commissioner and the Police and Crime Panel on the arrangements for community safety, the commissioning process and the wider criminal justice system will require us all to work closely together over the coming year. While partners will work within their own organisations to establish the necessary structure, systems and processes the interface between the PCC, partners and partnerships will also need to be understood.

To ensure we work efficiently and effectively partners will be members of the Authority's transition programme board to enable work-streams to progress in a timely and organised manner. A strategic risk has been identified in relation to the business change faced by partners and partnerships. The Police Authority has no authority or control over how, or when, partners decide to implement the changes yet clearly a number of transition work-streams will be dependent on partner activity. Therefore, it will be imperative that the transition programme has robust plans in place that are project managed in a structured way.

The scale of the change necessitates a structured approach to ensure the plan is delivered. A project management methodology has been adopted and in line with this approach a programme board established.⁵

The implementation plan is structured using a national template with indicative timelines, milestones and outputs. It will be crucial for the Authority to understand where the 'pressure points' may occur in relation to 'business as usual' and transition and the need to remain flexible will be key to successfully delivering the business plan.

3.2 Governance Arrangements

For the past three years the Police Authority's Compliance and Risk Management Committee has had responsibility for the successful delivery of the Business Plan. The role of the committee will remain the same with the Transition Programme Board reporting progress, by exception, on a quarterly basis. In establishing the programme board the Police Authority has delegated decision-making⁶ to the Programme Board and these decisions will be reported quarterly to the full Police Authority.

The programme board will meet monthly and has representatives from Luton Borough Council, Central Bedfordshire Council, Bedford Borough Council, Local Criminal Justice Board and Bedfordshire Police.

⁴ Bedfordshire Police, Bedford Borough Council, Central Bedfordshire Council, Luton Borough Council, Local Criminal Justice Board

⁵ See appendix B for Terms of Reference, Board Membership and Roles and Responsibilities.

3.3 Risk Management

The Police Authority has its own strategic risks as well as those that it shares with Bedfordshire Police. This section focuses on the Authority's own risks.

- 1 Failure to undertake adequate/proactive communications to stakeholders
- 2 Failure to meet the statutory responsibilities of the precursor authority until such time as it is abolished
- 3 Failure to establish the Police & Crime Commissioner and the Chief Constable as organisations in their own right and to ensure effective closure of the precursor authority

Shared with partners

- 4 Failure of partners to deliver the election, establish the police and crime panel and force-wide community safety arrangements.

The programme board will manage the risks directly relating to transition: risks 2,3 and 4. In addition, the board will also maintain oversight of risk 1 where communication relates to media and candidate management. The programme board will report by exception to the Compliance and Risk Management Committee who retain responsibility for the oversight of all Authority and Force strategic risks.

New or emerging risks will be reported by the programme manager to the programme board for consideration and escalated to the Committee if necessary.

3.4 Resources

The business plan will be delivered by members, predominantly through the committee structure, and a small team of Authority officers. An evaluation of all available resources has been undertaken in order to identify gaps in relation to capacity and capability.

Overall the Authority has the relevant skills to ensure it can meet the objectives of the business plan. However some concerns are raised in relation to financial support for the Chief Executive/Treasurer and the temporary loss of the Authority's dedicated community engagement resource.

Over the past two years the Authority has seen a clear return on their investment in community engagement. Moving forward our dedicated community engagement resource will be temporarily reduced, however, we will continue to ensure our core statutory duties in relation to consultation and engagement is maintained.

Members will continue with their community engagement/reality checking role and attend Operation Vision events to ensure the views of the public are utilised in shaping the provision of policing services.

The Authority will continue to actively engage and play a key role within partnerships⁷ to keep partners informed of the transition arrangements and to ensure that local priorities reflect the needs of communities. We will also explore, with the third sector and statutory partners, opportunities to engage with community groups and victims of crime and anti-social behaviour.

Police Authority members will also have a vital role to play in quality assuring products developed for transition and beyond.

Arrangements have been put in place to provide the Authority with the additional capacity should it be required. The contract for the Deputy Treasurer will be extended to coincide with the end of the financial year. Financial work in relation to transition will be undertaken by the strategic alliance⁸ to provide additional resilience. These arrangements will need to be kept under review until the financial requirements for the Police & Crime Commissioner are known.

The 2012/13 budget consultation will be undertaken by way of an e-survey and supplemented with a series of stalls at partner events.

The Authority has a number of external contracts; internal and external auditors, public relations and service level agreements with local authorities. All contractual arrangements have been reviewed and renewed where appropriate to ensure that the capability and capacity remains available to the Police Authority during the coming year.

A staff skills audit and training needs analysis has been undertaken. Skills training and development has been aligned to organisational requirements while at the same time providing staff with key transferable skills. Work to identify new skills that may be required for the Police & Crime Commissioners office is being undertaken nationally. Skills training for the new organisation will be addressed once they are known through the staff annual performance and development reviews.

In addition to the support provided by the strategic alliance in relation to finance work will be ongoing to identify common areas that will benefit from a collaborative approach. With over 60% of Bedfordshire police in collaborated units opportunities to undertake tasks 'only once' will be maximised.

It is also expected that resources such as standard templates, guidance, operating models and regulations will be provided by national bodies.

At present there are few known costs to transition. Currently it is assumed that any additional costs will be met from the Authority's existing budget.

⁷ Local Authority Local Strategic Partnerships, Crime and Disorder Partnerships, Local Safeguarding Childrens Boards and the Integrated Offender Management Board.

⁸ The Strategic Alliance comprises Bedfordshire, Hertfordshire and Cambridgeshire Police Authorities and Police Force/Constabularies

Conclusion

The 2012/13 business plan for transition has been designed to enable the Police Authority to continue to be fully functional in its final year and deliver a good quality, value for money, police service for the people of Bedfordshire.

The successful delivery of the business plan is dependent on a range of factors outside the control of the police authority. The provision, by Government, of detailed policy, regulations and guidance in a timely manner will be required as will good working relationships with our partners.

The arrangements put in place to manage the transition should provide assurances that the Authority understands the scale of the business change, is aware of the risks and is committed to providing the necessary resources and support to ensure a smooth and effective transition to the Police & Crime Commissioner.

DRAFT

The 2011/12 Business Plan objectives were structured around our two primary statutory duties:

Setting strategic direction, priorities and targets and holding the Chief Constable to account for effective performance against the strategy, priorities and targets;

Ensuring value for money and productivity by holding the Chief Constable to account for the efficient delivery of policing services to local communities.

Four priorities were identified to enable the Authority achieve its objectives:

1. Setting an affordable strategic direction for 2011/15 and beyond;
2. Holding the Chief Constable to account for the successful delivery of the 2011/12 strategic plan within the budget available;
3. Communicating 'hard choices' and understanding public perception in relation to cuts and changes to service delivery in order to provide reassurance;
4. Putting in place the necessary arrangements to ensure a smooth transition to a new governance model.

Setting an affordable strategic direction for 2011/15 and beyond

The Police Authority set a four year plan which sets the broad direction to create a more flexible and responsive policing service during a period of unprecedented budget reductions. The plan describes the purpose of Bedfordshire Police to 'Fight Crime and Protect the Public' with the outcomes being the protection of life and property and protection from violence and disorder. In 2011/12 budget reductions of £6.3 million were required and these savings were to be achieved through implementing a new policing model and a comprehensive collaboration programme.

The Authority set an annual budget of £103.1 million to support the new policing model and performance priorities.

A medium term resources strategy has been developed which details the necessary savings to be required by 2014/15, considers options for the precept, provide a focus on the medium term rather than in year and a capital programme over four years as well as the use of reserves.

Holding the Chief Constable to account for the successful delivery of the 2011/12 strategic plan within the budget available;

To remain focused on 'what really matters' the Authority implemented a new committee structure and rigorous support processes. An internal, risk based, audit programme was devised and delivered within the first six months of 2011 to aid scrutiny and provide assurances that risks were being satisfactorily managed.

Committee scrutiny has centred on the implementation of the new policing model and, the introduction of a 'balanced scorecard' has enabled the Authority to concentrate on performance

priorities (crime types and efficiency savings). At the time of writing information available to the last committee cycle strongly suggests that the strategic plan will be delivered within budget and improvements are being achieved against the performance ambition.⁹

The ground-breaking Bedfordshire and Hertfordshire collaboration programme has developed into a 'Strategic Alliance' with the inclusion of Cambridgeshire Constabulary and is shortly expected to deliver even greater economies of scale.

The Police Authority's approach to collaboration will provide the means for the Police and Crime Commissioner to sustain the protection of frontline services and for Bedfordshire Police to continue to keep its focus on fighting crime and protecting the public.

Communicating 'hard choices' and understanding public perception in relation to cuts and changes to service delivery in order to provide reassurance;

The Authority has conducted a number of focus groups to ascertain the views of the public in relation to organisational change. Specifically the Authority has consulted on collaboration, the new appointments system and changes to local policing.

Considerable time has been spent informing our partners, including local councillors, on the budget reductions, the new policing model and the collaboration programme.

The Authority has increased its e-publication of 'Making Contact' from quarterly to six weekly and has placed articles in parish council magazines.

The Authority has been commended by inspectors on its comprehensive communications plan and the risk associated with communications has been downgraded.

Putting in place the necessary arrangements to ensure a smooth transition to a new governance model.

Little progress has been made against this priority because of the passage of the Police & Social Responsibility Bill through Parliament. With the Bill gaining Royal Assent in September 2011 planning is now underway.

This priority will continue to be a priority for the Police Authority and has been incorporated into the 2012/13 Business Plan.

The Compliance and Risk Management has overall responsibility for progress against the Authority's Business Plan and associated risks. At the September meeting the Committee acknowledged that actions relating to transition were at an early stage but would become a dominant feature of the organisation over the next twelve months.

Overall the Committee supported the significant progress made against the 2011/12 Business Plan and acknowledged that 'business as usual' activity would be incorporated into the 2012/13 Business Plan for Transition.

⁹ Press releases – www.bedfordshirepoliceauthority

A Programme Board will be established and will be accountable for the smooth transition from the Police Authority to the PCC. It will have the authority and responsibility to provide overall direction and management of the implementation plan.

3.4 The terms of reference for the Board are:

- ❖ To agree the programme plans as they develop, define requirements, deliverables and milestones to enable, as far as possible, a seamless transition from the Authority to the PCC.
- ❖ To ensure the precursor police authority continue to meet its statutory duties until such time it is abolished
- ❖ To ensure that final accounts/reports are produced
- ❖ To have regard to any outputs issued by the Government e.g. secondary legislation/regulations/guidance
- ❖ To release/provide the necessary resources required to enable transition
- ❖ To monitor progress against the plan
- ❖ To ensure the overall business change programme is managed successfully
- ❖ To support the senior responsible officer in planning, managing and implementing the agreed plan
- ❖ To report on progress and seek any relevant decisions from the Authority
- ❖ To ensure the risks associated with transition are managed and/or mitigated
- ❖ To ensure there is appropriate quality assurance during the progress of the business change programme
- ❖ To 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
- ❖ To invite other individuals and representatives to make presentations to its meetings or provide written submissions where it would assist in meeting the overall objectives
- ❖ To ensure that the costs of the programme are captured and monitored

3.5 The Programme Board will be comprised of:

Permanent Members:

Peter Conniff – Chair of Police Authority
Linda Hockey – Vice-Chair of Police Authority
Stephanie McMenemy – Chief Executive/Treasurer Bedfordshire Police Authority, Chair of Programme Board – SRO and Statutory Finance Officer
Vince Hislop – Assistant Chief Officer – Business Support, Bedfordshire Police
Julie Wymer – Deputy Chief Executive, Bedfordshire Police Authority – Programme Manager
Rosie Harper – Administrator and project support

Attendance as necessary:

Chief Constable – Alfred Hitchcock - Bedfordshire Police
Bedford Borough Council: Keith Simmons – Elections, Linda Stevens – Police & Crime Panel, Steve Tomlin – Community Safety Lead
Central Bedfordshire Council : Brian Dunleavy – Elections and Police & Crime Panel, Jane Moakes – Community Safety Lead

Luton Borough Council: Debbie Janes – Election and Police & Crime Panel, Nicola Perry – Community Safety Lead

Local Criminal Justice Board – Chair, Linda Hennigan

Better Times – Sallie Blair, Communications and Marketing

Roles and Responsibilities

The **senior responsible officer** will have overall responsibility for the programme and chair the programme board:

- Ensuring that the business change programme is subject to review at the appropriate stages
- Make certain that any action points arising from the implementation are met
- Keeping track of progress
- Final decision-maker on changes to the implementation plan
- Ensuring adequate funding is available
- Approving costs at key milestones

Police Authority representatives – are responsible for representing the future needs of the PCC and ensuring the Police Authority continues to meet its statutory duties

Force Representative – is responsible for facilitating transitional requirements as the partner in the police tripartite system

Police Authority Statutory Finance Officer – is responsible for all financial aspects of the transitional governance programme including reporting progress to all interested parties

Partner Representatives – responsible for facilitating transitional arrangements within their own organisations

Programme Manager – is responsible for the day to day management of the programme, reporting to the SRO:

- Agree with the SRO what the programme is to achieve, the deliverables, scope and necessary resources
- Planning and delivering all elements of the programme to budget and agreed timescales
- Organising and directing the programme team
- Ensuring the external suppliers deliver the agreed solutions
- Controlling any risks, issues and changes that may arise during the programme
- Resolving problems and conflicts that arise

Programme Team

The primary responsibilities of the Business Change Team are to ensure that the programme produces the required products, to the required standard of quality, within the specified constraints of time and cost. The specific requirements of the Team are to:

- Plan and monitor progress;
- Manage production of the required deliverables;
- Prepare any Exception Plans and agree them with the Programme Manager;
- Manage business as usual and review risks, including the development of counter measures and contingency plans;

The Programme Team is comprised of:
Andrew Lane – Policy and Project Officer
Janet Wardell – Member Support Manager
Rosie Harper - Personal Administrator – Project Support
Pat Brown – Member Support and ICV Scheme Administrator
Sam Orcheston-Findlay – Community Engagement Officer
Stephanie McMenemy – Chief Executive/Treasurer
Julie Wymer – Deputy Chief Executive
Sallie Blair – Better Times – Communications and Marketing

Work- streams will be issued to Team Members who will be responsible for completion of tasks and outputs.

4 Controls

Programme Board Meetings

4.1 The Programme Board will meet monthly and by exception, providing the overall direction and management of the business change programme.

Team Meetings

These regular meetings will enable progress to be discussed, barriers identified and risks managed.

Risk Management and Risk Log

The programme team will maintain a record of all reported and identified risks together with a risk log. Each risk will record:

- The risk number
- A description of the perceived risk
- Likelihood of the risk occurring
- Impact of the Risk
- Overall Risk (Likelihood* Impact)
- A description of the countermeasures that may be taken to reduce the likelihood of the risk occurring
- Risk status

Review Risks will be copied to the Programme Board following their assessment for information and discussion.

Issues Log

Issues may be raised by anyone for any one of the following reasons:

- A request for change is identified with a product;
- A statement of concern is raised;
- A risk has been realised.

The issue will be logged, assessed and its impact analysed as appropriate, with necessary action then being taken. The decision regarding the issue will be documented.

Significant issues will be reported to the Programme Board.

An Exception Report will be raised whenever the Team detects or assesses that the current stage or the programme as a whole will exceed its set tolerances on time or quality. The contents of the Exception Report will be:

- Cause of deviation (either predicted or actual);
- Consequences;
- Available Options;
- Decision Points.

An Exception Meeting of the Programme Board may be called to address the issues raised by the Exception Report.

DRAFT

From Police Authorities to Police & Crime Commissioners – Risk Register

This risk register reflects the current position in relation to proposed legislation and the timing of the election and by its very nature will remain fluid. The transition implementation plan will identify operational risks which will be aggregated up to the strategic risks. The Programme Board will manage the operational risks and report by exception to the Compliance and Risk Management Committee on a quarterly basis.

* Risk 3, relating to partners, is considered as a shared risk. Key: L – Risk Likelihood, I – Risk Severity, T – Risk Rating

Risk	Reason	Impact	Rating prior to action			Control in Place	Action Required	Residual Risk Rating				
			L	I	T			L	I	T		
1 Failure to meet statutory responsibilities of precursor authority until May 2012	Loss of key staff	2011/12 Policing Plan not delivered together with expected efficiency savings	2	4	8	Committee system streamlined to ensure sufficient capacity to undertake transition while continuing business as usual.	Identification and retention of key staff.	2	3	6		
	Lack of capacity	2012/13 policing plan and budget not developed									A	G R E E N
	Inability to engage with the public	No improvement in performance									M	
	Members disengaging	Damage to PA reputation									B	
		Loss of public confidence									E	
											R	
											Risk based internal audit programme delivered in first half of 2011 to provide assurance that 2011/12 plan and savings will be	

From Police Authorities to Police & Crime Commissioners – Risk Register

					delivered					
					Seminar programme increased to ensure future strategic planning					
					Communications strategy developed to protect Police Authority reputation					
					PDRs undertaken of elected members					
2 Failure to establish the PCC and Force as organisations in their own right	Loss of key staff Lack of capacity Insufficient budgets Force not engaged Implementation plans incomplete Lack of clarity on policy Royal Assent delayed	Ineffective governance structures Loss of public confidence	2	4	8 A M B E R	Programme Board established to ensure implementation Resourcing plan developed to understand capacity issues Working in collaboration with Herts/Cambs to provide resilience	Undertake readiness reviews in key business areas eg. complete asset register, financial regulations. Understand critical timelines for transfer of staff and financial planning/management Develop implementation plan for transition and	2	3	6 G R E E N

From Police Authorities to Police & Crime Commissioners – Risk Register

	Guidance/regulations not timely				8	Engaged in key information networks (APA, APACE) Internal Audit planned to provide assurance	when known, incorporate milestones, timelines and deliverables. Plan to estimate budgetary considerations Incorporate recommendations from internal audit into implementation plan			
3* Failure of partners to deliver the election, set up the police and crime panel and force wide community safety arrangements and wider criminal justice agency involvement	<p>Secondary legislation and regulations for elections delayed</p> <p>Local Authorities unable to agree on 'host' authority for panel</p> <p>Community safety partners lack understanding of role and responsibilities of PCC</p> <p>Local Authorities lack understanding of</p>	<p>Damage to reputations of local authorities and precursor police authority</p> <p>Loss of public confidence</p>	2	4	8	<p>Establishing of PCC and PCP should be standing agenda item on partnerships</p> <p>Partners co-opted onto Transition Programme Board</p> <p>Communications – Presentations to Partners regarding changes to Police Governance</p> <p>Sharing information</p>	Facilitate and support partners where possible to ensure project timelines are met	1	4	4

From Police Authorities to Police & Crime Commissioners – Risk Register

	role/responsibilities of Police & Crime Panel									
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Transition Workstreams and Subheadings

	2012-13																
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1 Holding CC to account for delivery of Strategic Plan																	
Performance Scrutiny Workplan																	
Resources Scrutiny Workplan																	
2 Setting an affordable Strategic Plan and Budget																	
Assessing community impact																	
Member decision making																	
3 Project Oversight and Implementation																	
Programme Board																	
Programme Plan																	
Identifying necessary resources																	
Risk Register																	
Internal Audit																	
4 Establish PCC Financial Arrangements																	
Establish Office of PCC Budget																	
Closure of accounts & wind-up of PA																	
5 Transfer of Staff & Assets																	
PA staff Transfer stages 1 & 2																	
Transfer of Police Staff stage 1																	
Transfer of Police Staff stage 2																	
Transfer of Assets & Land																	
Transfer of Volunteers																	
6 Planning Processes																	
Financial & Contractual Governance																	
Develop Police & Crime Plan																	
Est. arrangements between PCC & Panel																	
Est CE arrangements for PCC																	
Complaints - awaiting national guidance																	
Collaboration																	
Volunteer Schemes																	
Chief Constable - PCC relationship																	
Establish Office for the PCC																	

Closure of PA																		
7 Public and Stakeholders																		
Public PCC Awareness																		
8 Elections & Candidate Management																		
Election Arrangements																		
Candidate Management																		
Communication and Information																		
9 Partnership Arrangements																		
Relations with statutory partners																		
Commissioning																		
10 Local Authority Relationships																		
Local Authority Arrangements																		
11 Communications & Branding																		
Facilities and IT																		
Webpresence																		
Branding																		
12 PCC Briefing and Induction																		
Local																		
Regional																		
National																		
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr

RESOURCES SCRUTINY COMMITTEE

11 October 2011

PRESENT

Mrs F Chapman (In the Chair)

Mr T Brown, Mr P Conniff , Mr L Denny Mrs P Fletcher, Mrs S Holland, Mrs L Hockey, Mr P Hollick, Mrs K Johnson Mrs K Malik, Mr M Pantling and Mr J Williams.

An apology for absence was received from C Atkins.

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 /10

MINUTES

The minutes of the meeting of the Committee held on 30 June 2011 were confirmed

11/rs /11

MATTERS ARISING

The Committee received a monitoring report on the actions taken to implement the decisions arising from the last meeting.

11/rs/12

DECLARATION OF INTERESTS

There were no declarations of personal or prejudicial interests from Members

11/rs/13

BALANCE SCORECARD

The current performance scorecard was appended to the Chief Constable's report which provided information to support the monitoring of performance against the Strategic Plan published in March 2011. To deliver the Strategic Intent set out in the plan a new functional policing model had been developed and came fully operational on 3 October and the report set out how resources had been aligned to deliver the outcomes.

The Deputy Chief Constable presented the report and was pleased to say that new model was already providing the capacity and capability to improve force performance with improvements being seen in the detections, crime reduction and victim satisfaction. The change to the workforce establishment arising from the new model was detailed in the balance scorecard. Members noted that a post implementation review of the new model had been planned.

Having regard to the work undertaken to establish the current level of resourcing Members then considered the efficiency section of the balance scorecard which provided all the relevant data for to determine progress against delivery of the Strategic Intent

The main points raised by Members in relation to the use of resources and managing change were as follows:

a) Resource Model

The Resource model provided data on the percentage contribution of Officers, Staff and Special Constables in each of the key areas of the model. It was suggested that a deeper analysis which set out the percentage contribution of individual Officers in each area would be useful. The DCC advised that this piece of work was already underway and would be brought to the Authority when completed.

b) Proportion of incidents resolved over the telephone.

Data indicated that the use of telephone resolution was increasing and Members questioned if there was any data around the public being dissatisfied with telephone resolutions. The DCC was not aware of any dissatisfaction being recorded but would look into it. Members also sought assurance that adequate training provision had been made to ensure that interactions with the public were professional at all times. In response the Assistant Chief Constable (Business Change) advised that a restructure of the shift patterns for the call handling staff now provided sufficient time to hold training days.

c) Spend per detection and positive disposal

Members questioned the reasons for a reduction in the spend per detection and positive disposal and were assured that this improved performance around detections and increased use of restorative disposals had reduced the cost in this area.

d) Implementation of GRS System.

The RMU (Resource Management Unit) had been established to support the effective force wide deployment of police officers and operational staff. The Authority's Lead Member for the new duty planning system advised that she had been having regular updates with the Assistant Chief Constable (Business Change) following the outcome of an Internal Audit which identified a number of weaknesses in the performance of the unit. These weaknesses were mainly as a result of the high workload in the unit and the change programme. To improve the performance of the unit the management of the team had been

reviewed and a new approach to the thinking around the deployment of resources was to be embedded. The implementation of the duty planning system (GRS) on the 4th – 5th December would also aid performance.

e) Air Support

Given the proposal to move towards a National Police Air Service it was questioned whether or not air support was value for money. In response the Deputy Chief Constable confirmed that it was and played an important part in assisting frontline Officers. The Chief Executive advised that performance data released by the Chiltern Air Support was available on the Authority's website. Members could also view the questions asked about its operation on the Force's facebook page.

f) Customer Services

Customer Services had a significant role to play in increasing public satisfaction and Members questioned how this was being managed. The DCC responded that Customer Services was now being managed by the Head of Performance and Planning and would be driven by the ethos of improving performance.

g) Health and Safety

The Authority has a duty to monitor that Health and Safety issues and it was noted the Health and Safety Committee had agreed new Governance arrangements around Health and Safety for the new policing structure and the appointment of appropriate representatives to the Committee were almost complete. A meeting of the Committee would be arranged in the near future.

RESOLVED :

1. That Members support the extensive process that the Force has undertaken in order to identify the correct resourcing needed to deliver the Strategic Intent under the new functional model of policing.
2. That Members have considered the performance progress and acknowledged the achievements made by the Force to date.

11/rs/14

FORCE POLICING STYLE

The report of the Chief Constable was submitted which updated members on the development of the new firm, fair friendly policing style for the delivery of core business and a new Decision making Model. The report also highlighted the next steps to embed the Style and the Model.

In terms of the firm, fair, friendly style Members were assured that this was being embedded through training programmes. The ACC (Business Change) advised that as this new style had been developed in consultation with the workforce - it was already part of everyday business It was noted that the Force style aimed to deal with conflict management and how it was adopted

was not expected to be static and for operations a friendly, fair, firm approach was more commonly used. Members questioned whether there were benefits in adopting this policing style across the collaborated units in the Strategic Alliance and it was agreed to take this matter forward at the next meeting of the Police Authorities Joint Working Group. Members also questioned whether the views of partners had been sought and the ACC (Business Change) advised that this had been done though the recent partnership days. In respect of large police operations it was intended to consult with local communities .This was the approach that had been taken for the English Defence League protest in Luton earlier in the year and the feedback to Officers on the approach had been positive.

In relation to the decision making model such a concept was not new to the force and in the previous model a conflict management process had been used. The new model, which was based on the national model, had been developed to ensure it was suitable for all decisions. It could be applied to spontaneous incidents or planned operations by individuals or teams of people. The model had been phased in force wide to coincide with the new policing structure and appropriate training had been given. Members were supportive of the new model but considered there needed to be more explicit reference to understanding the members of the public perceived requirement and this would be looked at. Members also wished to see a mechanism in place to evaluate its use and incorporation of the understanding of its use into Police Officers and Staff Personal Development Reviews.

RESOLVED

1. That Members support the implementation of the Force Policing Style and the Bedfordshire Police decision making model and that a mechanism for evaluation be developed.
2. That consideration be given to aligning the policing style across the collaborated units in the Strategic Alliance at the next meeting Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities Joint Working Group.

11/rs/15

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 latest forecast outturn for 2011-12 budget together with savings required to deliver the Force's objectives within the 2011/12 revenue budget. The report then considered the medium term financial strategy for the years 2012/13, 2013/14 and 2014/15.

The report also highlighted that since the last meeting the Chief Executive and the Chairs of the Resources and Performance Scrutiny Committees had approved, under delegated authority, a bid to utilise £30,000, from the Performance and Change Reserve. The forecast position assumed use of a further £20,000 this year on performance initiatives and a verbal update was provided confirming this had been approved since submitting the report. A revised policy on reserves which reflected the Committee's decision made at the last meeting around the authorisation process for the utilisation of reserves

from the Performance and Change Reserve was appended to the report and the Committee's endorsement of it was sought.

The Assistant Director (Resources) presented the latest forecast outturn for 2011/12 highlighting that there was an estimated overspend of £0.032M at this stage in the year. Savings of £6.17M were required in 2011/12 and at this stage there was a shortfall of £0.777M. Overspends had occurred in the areas of use of interpreters, estates, police overtime and collaboration and Members were satisfied with the reasons for this and that the necessary controls were in place. Based on estimates of leavers during the year the pay budget was expected to under-spend by £0.600M.

The Force Strategic Board had agreed not to vire from areas of underspend to meet the overspend to enable areas of overspend to be interrogated. It was also a more transparent way of reporting and Members gave their support to this approach as it highlights clearly the uncertainties in 2011/12 and over the medium term. Members were also satisfied that the financial scrutiny support and challenge process would be commencing shortly and would identify where further savings could be made.

In relation to the 2012/13 budget the Chief Executive advised that the Chancellor of the Exchequer had announced that there would be a Council tax freeze for 2012/13. Clarity on the implications of this was being sought through the DCLG. Members would have the opportunity to have some initial discussion around the precept options at the seminar on 21 September.

More Specific points raised by Members were as follows

(a) Funding for PCSOs

Given that Government funding for PCSOs had been ring fenced for the next two years Members sought clarity on the value they add as the Force moves towards finding additional finance for this additional visibility. The Assistant Chief Constable (Business Change) confirmed that PCSOs continued to be a valuable asset in the new structure and their extended role would see them more front facing, problem solving and dealing with victims. Part of the post implementation review of the new structure would be focusing on the role of the PCSO. Members asked that this review include a cost benefit analysis under future funding arrangements.

(b) Police Officer Capacity in the Strategic Alliance

The Cambridgeshire Constabulary was currently under establishment whilst Bedfordshire had set a target to reduce its Police Officer numbers. Members questioned the viability of a mutually beneficial arrangement being made across the Strategic Alliance to retain establishment levels. The Assistant Chief Officer (Business Support) advised that this matter was currently being discussed by the HR Advisory Group for the Strategic Alliance.

(c) Insurance Reserve

It was suggested that the insurance reserve could be part of a collective insurance with Strategic Alliance. The Chief Executive advised that

opportunities to make better use of reserves was being considered by the Treasurers from each Authority and would raise this with them.

RESOLVED

1. That Members note the current position regarding the Medium Term Resources Strategy, as presented in this report.
2. That adequate assurance is given regarding the closure of the budget gap over the four year period 2011/12 to 2014/15
3. That the revised policy on the use of reserves be endorsed.

11/rs/16

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.

To reflect the re-profile of the forecast of capital schemes for the forthcoming years to support further emerging pressures the report set out a number of adjustments to the programme which were supported by the Committee.

The following specific points were raised during the discussion of the report

(a) Estates Rationalisation

It was noted that slow progress was being made through the work being undertaken with other partners to find opportunities for co location. It was also noted that the Force would be undertaking an Estates review moving towards 2012/13. Members suggested that once the new National Police Air Service was operational the hangar at the Henlow base could be used as an alternative facility. The Assistant Chief Officer (Business support) advised that the facility was leased by TVP, but its costs were shared by the Chiltern Air Support Unit and may well be factored into the new NPAS but would look at the facility if viable.

(b) ICT Slippages

Members asked that future reports provide more detail around the reasons for slippages as they had both revenue and performance implications. The Chief Executive suggested that if slippages supported the Strategic Intent they would be reported by exception to demonstrate how they would impact on the plan

RESOLVED

1. That the reduction in Airwave allocation of £0.201M in the 2011/12 programme be noted
2. That the increase the allocation in the 2011/12 programme of £0.400M to accommodate the additional Athena costs, subject to approving the business case at the special Police Authority meeting on 22nd October 2011, be approved
3. That the slippage of £0.130M into 2012/13 for the Command and Control project be approved
4. That the addition of the NSPIS Case & Custody project to the 2011/12 programme which is funded by grant income be approved
5. That the additional cost of the Criminal Justice Efficiency project and the HR/Finance Convergence project which will be included in the next Capital Programme are noted, subject to Police Authority approval of Strategic Alliance Business Cases.
6. That the increase in allocation of £0.140M in the 2011/12 programme that is required to replace the CCTV at Dunstable Custody be approved
7. That future reports provide more detail around the reasons for slippages if there is an impact on the Strategic Intent

11/rs/17

REVIEW OF THE 2011/2012 TREASURY STATEMENT

Members were reminded that the Treasury Strategy Statement 2011/12 was approved by the Authority at its meeting on 18 February 2011 when it was also agreed that a mid-year review be undertaken to confirm compliance with the strategy. The review summarised the Treasury Management operations that had taken place so far in the year and provided comparisons against agreed performance indicators. It was agreed that future reports would highlight any risks.

RESOLVED

That members note the assurances provided in the report of the Authority's compliance with the Treasury Strategy and endorse the continuation of a low risk approach.

11/rs/18

KEY MESSAGES

The following key messages flowing from the meeting were approved.

- The Committee recognises the challenges the Force faces in delivering the plan agreed between the Force and Authority which is set to ensure Bedfordshire residents have a service that fights crime and protects the

public at an affordable cost.

- Bedfordshire Police are facing the challenges and implementing changes that are focussed on retaining and improving the local policing that the public value through an appropriately efficient and effective workforce.

PERFORMANCE SCRUTINY COMMITTEE

13 October 2011

PRESENT

Mrs P Fletcher (In the Chair)

C Atkins, Mr T Brown, Mr P Conniff, Rev L Denny, Mrs L Hockey, Mr P Hollick, Mr I Mackilligan and Mr J Williams

Apologies for absence were received from Mrs F Chapman and Mr S Choudhry

Officers in Attendance

Mr A Hitchcock – Chief Constable

Mr J Fletcher - Deputy Chief Constable

Mrs K Govier – Assistant Chief Constable (Business Change)

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/6 **DECLARATION OF INTERESTS**

There were no declarations of personal or prejudicial interests from Members

11/PS/7 **MINUTES**

The Minutes of the meeting of the Committee held on 5 July 2011 were confirmed

11/PS/8 **MATTERS ARISING – STATUS REPORT ON THE PROGRESS OF THE ACTIONS ARISING FROM THE LAST MEETING**

The Committee received a monitoring report of the action taken to implement the decisions arising from the last meeting. One addition was made to inform members of the role of the Police Authority in relation to complaints.

11/PS/9 **BUSINESS CHANGE – RESTRUCTURE**

The Assistant Chief Constable (Business Change) submitted a report to update members on progress of the Force Restructure programme in implementing the new policing model for Bedfordshire. The report outlined how the new model was to provide capacity and capability to deliver against the four 'protect' outcomes of the Strategic Intent. Members were informed of the processes and

mechanisms in place to mitigate against any adverse effects on performance with the implementation of the new policing model.

Members were informed that the implementation of the new Force structure that went live on 3 October 2011 had to date been smooth. Members were reassured that post implementation, the Force restructure was to be monitored through the Business Change Delivery Group. Members acknowledged the difficulties with the Resources Management Unit (RMU) that had been discussed at the Resources Scrutiny Committee and for which a Lead Member had been appointed to provide additional oversight.

Members were reassured that results of consultation by the Police Authority had helped shape aspects of the new structure.

Members welcomed that the new policing model allowed for resources to be managed across the entire organisation against threat, harm and risk, rather than the silo working of the past.

Members sought assurance that Business Change activity was joined with collaboration working activity and were informed that there were close links between these two work streams.

Members requested to be kept regularly updated regarding Business Change activity.

Members expressed concern that communication, particularly around partner responsibility for certain activities was not being delivered effectively to partners or the public and suggested that this matter should be addressed. In particular members suggested that Housing Associations were perhaps not always aware of their own responsibilities on matters concerning their tenants and that the Force might hold a seminar for this particular partner group.

Members sought reassurance that Housing Associations and councils with their own protocols for reporting Anti-Social Behaviour (ASB) shared information with the police.

Members urged that better partnership working with all relevant organisations across the Force area was required and that it was very important that the police did not find themselves in the position of filling gaps left by the shortfalls of partners.

The Chief Constable advised that the Force planned to work more with partners, including the volunteer sector, and had events planned.

Consultation activity undertaken by the Police Authority had found that 19% of those surveyed stated that they would like to report crime by internet and members questioned if the Force considered that these people could be responded to and kept informed by internet also. The Deputy Chief Constable advised that this suggestion fitted with ongoing work looking at how the Force can efficiently and effectively deal with recorded crime and agreed to bring an update on this matter to the next meeting.

Members were reassured that the Special Constabulary had been considered

in the structural changes with their Chief Officer attending all senior meetings of the Force. The Special Constabulary management structure was being reviewed to fit with the new structure and the Force acknowledged that lessons had been learnt on the importance of establishing robust project management at the beginning of any future change process.

The Force was questioned over the missing dates in their Restructure Programme – Critical Milestone Review and asked to update.

Concern was expressed by members that an over-spend for interpreter costs was expected for 2011/12. The Chief Constable advised that most interpreter costs occurred in custody and that the high level of costs reflected the increase in detections achieved to date for 2011/12.

Members questioned how Integrated Offender Management (IOM) was linked into the restructure and were informed that one very positive outcome was shared intelligence and information.

Members questioned the Force regarding progress on the review of Police Community Support Officers (PCSOs) and asked if their powers were likely to be changed. Members agreed for Councillor Member Iain Mackilligan as Lead Member for this subject.

Members were updated on the outcomes of the 'Vertical Slicing' activity undertaken by the Force to encourage debate and openness with all levels of staff about the Force performance ambition and strategic intent. A further wave of meetings was planned for November around the bedding-in of the Restructure changes.

Members urged the Force to better communicate to the public to provide realistic messages of policing responsibilities and good news stories, therefore, providing public reassurance.

The Chair summed up the discussion of the report supporting the success of implementation of the restructure of Bedfordshire Police, recognising lessons learnt, areas for improvement and acknowledging the ongoing challenges and monitoring controls to ensure future performance success.

RESOLVED

1. That members note the progress made on the implementation of the Restructure programme and take assurance from the controls in place to mitigate against any adverse impact on performance.

11/PS/10

CORPORATE ACTION PLANS

The Assistant Chief Constable (Local Policing and Crime) submitted a report to inform members of the Corporate Action Plans (CAPs) that had been developed to manage delivery of the Strategic Intent as outlined in the Strategic Plan 2011 -2015. The plans gathered together all actions across the range of priority areas for scrutiny. Members were advised that the plans were devised to be dynamic to accommodate new requirements and information as

they become known. Members were asked to support that the Corporate Action Plans were focused on priorities and had appropriate controls in place to monitor progress.

Key priority areas were identified as:

- General Actions
- Victim Satisfaction
- Serious Acquisitive Crime
- Most Serious Crime
- Serious Sexual Offences
- Serious and Organised Crime
- Counter Terrorism
- Anti-Social Behaviour (ASB) and Volume Crime

Members discussed the report and raised the following points:

Members queried the 'General Actions' category and were advised by the Assistant Chief Constable (Local Policing and Crime) that these actions were cross-cutting, covering a number of different priority areas.

Concern was expressed by members that there was no specific action for Communications and the Deputy Chief Constable agreed to look at this matter in relation to the Force Communications Strategy, currently under review. Members acknowledged the good communications provided reactively by the Force as in the recent disturbances but challenged that the Force was not so good at marketing itself and informing of good news and business as usual. The Force also agreed to look at ways of using communications to dissuade offenders from committing crime. Councillor Member Colleen Atkins agreed to quality assure refreshed communications for the Force.

Members agreed to further discuss communications at the forthcoming seminar on 21st October 2011.

Members were advised that Integrated Offender Management (IOM) activity was captured within the Corporate Action Plans.

Members questioned if CAPs had any budgetary implications and were advised that funds from the Performance and Change Reserve had been utilised for some activity.

Members were assured that the reason that Serious and Organised Crime had no Priority CAP actions was that all crime in this category was regarded as a priority.

Members were satisfied that the Force was appropriately focused on priorities and had controls in place to provide adequate assurance that the Strategic Intent would be delivered.

RESOLVED

1. That Members support that the Corporate Action Plans are appropriately focused on priorities.

2. That Members agree that controls in place to monitor progress provide adequate assurance that the Strategic Intent will be delivered.

11/PS/11

BALANCE SCORECARD - PERFORMANCE

The performance scorecard was submitted which highlighted the work being undertaken to mitigate against a loss of performance during and immediately following the Force restructuring on 3 October 2011 and the impact of any such loss of performance on the achievement of the Force performance objectives for 2011-12 and Strategic Plan 2011-2015. The risks were highlighted in the Strategic Risk Register.

Current performance, key challenges and expected future performance had been 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 introduced the report advising that currently Bedfordshire Force was ranked 27th nationally for overall crime level and stating his ambition was to be ranked 20th or better. Bedfordshire's current Solved Crime rate was 29% against an annual target of 27.5%.

The Force had improved its national rank positions in all priority detection categories compared to last year and this was welcomed by members.

The Satisfaction rank remained poor at 42nd nationally and the report advised of a range of initiatives being considered to address this matter.

Members were informed that a Corporate Performance Framework had been developed to be used with reporting metrics (introduced at the last meeting) to mitigate against strategic risks associated with the Force restructure and ensure that performance remained on track.

The Chief Constable summed up his introduction to the report by informing of the progress to date and praising officers and staff for their delivery of performance and the change programme. He also expressed appreciation of the input by the Police Authority in helping to shape the new direction of policing in Bedfordshire.

Members noted that in the new Force structure the performance of the whole organisation was monitored, rather than by geographical areas, as under the old Basic Command Unit (BCU) system. Members were assured that specific areas found to have most activity/high crime would be addressed through the threat, risk and harm decision making model. The Assistant Chief Constable (Local Policing and Crime) explained reasons why Luton performance did not match other areas of Bedfordshire and members were assured that this matter was being addressed.

Members congratulated the pro-active actions by Bedfordshire Police to prevent riot and looting activity during the national unrest in the summer, using intelligence, communications and increased deployment of police officers, including the Special Constabulary.

Members requested that Integrated Offender Management (IOM) performance information be reported to future meetings by exception.

Members welcomed the significant improvements particularly in Serious Sexual Offences and Most Serious Violence detections. Concern was expressed as to how the Force expected it might retain these national rank positions and members requested that reports to update on this situation be taken to agenda set meetings.

Members supported the improvements to the Performance Scrutiny Committee reports in the new committee structure since April 2011.

Members questioned a drop in arrests for reported Domestic Violence in the past year and were assured by the Chief Constable that arrests were not made on every occasion in these cases and it was not considered a cause for concern.

Members recognised the significant improvements made in performance by the Force over the past year at the same time as restructuring and managing substantial budget cuts.

Members considered the strategic risks directly related to performance. Members noted the controls being applied to mitigate against the risk '11-P1 Force restructure has an adverse impact on performance' and decided it was too early to downgrade this risk. It was agreed that members would review this risk at the next meeting with a view to downgrade.

RESOLVED

1. That members agree to review the risk '11-P1 Force restructure has an adverse impact on performance' at the next meeting with a view to downgrade.
2. That members consider the performance progress and acknowledge the achievements made by the Force to date.

11/PS/12

The Chair summed up the meeting, acknowledging the challenge and discussion from members and supporting the good achievements in performance by the Force. She thanked the Lead Members for their work in areas of poor performance and supported that 'satisfaction follow-up', an area of concern, was to be actively addressed.

A key message from the meeting was that significant performance improvements were being achieved by Bedfordshire Police, alongside substantial organisational change and reduced funding.

Members urged that the positive messages from the meeting be delivered to the public for their reassurance.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	POLICE AUTHORITY 26 September 2010
AGENDA ITEM No:	16
TITLE:	ACTION FOLLOWING CONSULTATION WITH THE CHAIRMAN
DATE OF REPORT:	September 2011
REPORT OF:	CHIEF EXECUTIVE/TREASURER
AUTHOR:	STEPHANIE MCMENAMY CHIEF EXECUTIVE/TREASURER
ACTION REQUIRED:	To note the report
APPENDICES:	None

EXECUTIVE SUMMARY:

To bring to the attention of the Authority the following decision taken by officers after consultation with the Chairman

RECOMMENDATIONS:

That the report be noted.

BACKGROUND PAPERS:

Correspondence relating to action taken, kept in the Register of Decisions.

ADDITIONAL PAPERS:

None

Special Priority Payments

Approval has been given to the adoption of a two part (January to March and April to December) Special Priority Payments Scheme for 2011. This has now been submitted to the Home Office and published within the Force