



**LINCOLNSHIRE POLICE AUTHORITY
FINANCE AND PERFORMANCE COMMITTEE
10 FEBRUARY 2011
10.30AM – 1.15PM**

PRESENT:

Members: Mr R Must (Chairman), Mr K Smith (Vice-Chairman), Mr J Atter, Mr G Dark, Mr A Dezonie, Mr C Underwood-Frost, Mr B Young

Apologies: Mr J Walker

Secretariat: Mr M Burch (Chief Executive), Ms J Flint (Treasurer), Mr H Hunt (Deputy Chief Executive), Mr J King (Committee and Administration Officer), Miss V Mason (Research and Performance Officer)

Force Officers: Mr N Rhodes (Deputy Chief Constable), Mr P Steed (Assistant Chief Officer – Director of Resources), Mr A Tomlinson (Head of Finance), Mr N Rothwell (Head of Asset and Facilities Management), Mr J Partridge (Planning, Innovation and Review Manager), Mr S Croft (A/Performance Manager)

Also in Attendance: Mr F Mann

64/10 DECLARATIONS OF PERSONAL AND/OR PREJUDICIAL INTERESTS

None.

65/10. MINUTES – 10 JANUARY 2011

Resolved	Responsible Officer
1. That the Minutes of the Finance and Performance Committee meeting held on 10 January 2011 be taken as read and signed by the Chairman as a correct record.	-

66/10 ACTION SUMMARY

Item B10 (10/01/11) – The A/Performance Manager confirmed that the question asked in the British Crime Survey “*Taking everything into account I have confidence in the police in this area*” would be used as the key performance indicator for measuring public confidence. Members were advised that the same question was asked within the local Neighbourhood Matters (NM) survey, and it was suggested that this data also be captured in the

performance reports developed for 2011/12. The Committee noted that the local NM survey information was more up to date than the BCS data and provided a different perspective. Members acknowledged that the BCS and NM survey methodologies differed.

Resolved	Responsible Officer
1. That progress with the Action Summary be noted.	-

67/10. ASSET STRATEGY

The Head of Asset and Facilities Management provided a presentation on the development of an Asset Strategy for the Force, including an overview of the key drivers for change, details of investment options and next steps - such as the planned replacement of Lincoln police station.

The Vice Chairman welcomed the progress that had been made in working towards the development of an Asset Strategy. He queried whether Lincoln police station was likely to be replaced by a similar sized facility or whether alternatives such as the use of mobile units would be considered. The Head of Asset and Facilities Management envisaged a smaller facility in a more accessible location, however much would depend on the future policing needs for the area and it was possible that a number of smaller units might prove a more appropriate solution.

The Deputy Chief Constable accepted that the review of core assets and professional analysis of the estate did not amount to an Asset Strategy. However, the Force was now in a position to better understand what the key issues were in terms of future planning and investment. The Head of Asset and Facilities Management confirmed that a Strategy was expected to be in place within the next two to three months. The Assistant Chief Officer – Director of Resources undertook to present a copy of the draft document at the June 2011 meeting of the Committee.

The Chairman suggested that there was currently insufficient evidence for the Committee to agree a level of assurance in relation to Asset Management and suggested that a decision be deferred until at least April.

Resolved	Responsible Officer
<p>That</p> <ol style="list-style-type: none"> 1. the presentation be noted; 2. a draft Asset Strategy be presented to the 9 June 2011 meeting of the Committee. 	<p>- HoAFM</p>

68/10. POLICE AUTHORITY RISK REGISTER UPDATE

Resolved	Responsible Officer
1. That the report be noted.	-

69/10. COMMITTEE WORKPLAN

Members were invited to consider proposals for the 2011/12 Committee Work Plan. The Treasurer referred to the award of a number of major procurement contracts over the course of the coming year and suggested that a Force Procurement Strategy would provide an increased level of assurance to Members. The Assistant Chief Officer – Director of Resources agreed to a provisional date of June 2011 for a Strategy to be presented to the Committee.

The Chairman questioned the focus of the Force in terms of income generation which appeared to be geared towards securing minor funding streams rather than generating any significant income. The Deputy Chief Constable welcomed the opportunity to develop an Income Strategy in tandem with the Authority and cited a number of “big ticket” items such as Police Community and Support Officers, vetting services and policing public events, which would benefit from a strategic steer from Members.

Resolved	Responsible Officer
That	
1. progress with the Work Plan 2010/11 be noted;	-
2. proposals for the Committee’s Work plan for 2011/12 be approved;	
3. a draft Procurement Strategy be presented to the 9 June 2011 Committee meeting;	ACO - DoR
4. a Task & Finish Group be appointed to provide a strategic steer to the Force on the development of an Income Generation Strategy.	RPO

70/10. 2011/2012 BUDGET & MEDIUM TERM FINANCIAL FORECAST 2012/13 – 2014/15

The Committee received detailed briefings from the Treasurer and the Head of Finance on key areas of the Revenue Budget 2011/2012, Revenue Strategy 2012 – 2015 and Capital Strategy and Plans 2011 – 2015.

[Mr K Smith left the meeting at 12.00pm]

The Assistant Chief Officer – Director of Resources referred to a number of specific proposals set out in the report for budget reductions which would be required to meet the forecast deficits resulting from cuts in Government funding. The budget for 2011/12 was predicated upon significant savings being achieved across the majority of service areas combined with a re-modeling of the Force’s structure. The budget would also require an increase in Council Tax precept of 2.5%, or alternatively for the Authority to freeze the council tax at its current level enabling access to compensatory grant

Members questioned the risks around the ability to implement and fully realise savings from proposals set out in the report for maintaining the Force’s financial stability in years 2 to 4. Areas of concern included estimated reductions in police officer numbers through natural wastage, savings anticipated from regional collaborative activity and outsourcing of services. The Assistant Chief Officer – Director of Resources considered that there would be sufficient movement through retirement and ill health to allow for reductions of up to 20 police officers per annum. Whilst he accepted that there were risks associated with the estimated level of savings from collaborative activity and outsourcing, he was confident that any shortfall could be found, for example, through finding additional savings in service areas. The Deputy Chief Constable stated that the Force had taken a realistic view and had even trimmed back on the level of savings that had been projected to be delivered from collaborative and outsourcing activity.

Members suggested that consideration should also be given to the potential impact that cuts in public services such as youth services might have on operational policing in the future. Neither should the Force nor the Authority underestimate the challenges involved in convincing the public that front line services could still be protected whilst reducing police officer and staff numbers.

Resolved	Responsible Officer
That	
1. the Committee recommend to the Authority an increase in council tax of 0% for 2011/12;*	-
(*Mr C Underwood-Frost wished to be dissociated from plans to reduce police officer numbers)	-
2. the Committee recommend that the Authority adopt the Capital Programme for 2011/12 to 2014/15 subject to minor amendments to the sub total line;	-
3. the Treasury Management Policy be adopted in accordance with section 13 of the attached budget report;	-
4. the Reserves Policy outlined at section 5 of the report be supported.	-

71/10. REVENUE BUDGET MONITORING

The Head of Finance reminded Members that a revised budget had been agreed at the January 2011 meeting of the Committee. The forecast to the end of the financial year indicated an overall underspend of £395k. The report recommended that £60k be channeled into an earmarked reserve to cover transitional costs associated with the introduction of a Police and Crime Commissioner. Members questioned whether £60k would prove adequate in light of the potential legal, building and other costs involved.

Resolved	Responsible Officer
That <ol style="list-style-type: none">1. the position on the revenue budget be noted;2. approval be given for the establishment of an earmarked reserve of £60k towards the cost of transitional costs associated with the introduction of the Police and Crime Commissioner.	- HoF

72/10. FORCE PERFORMANCE REVIEW

The Chairman suggested that Members focused on performance around incident attendance due to the limited time available to the Committee. The Deputy Chief Constable explained that an extended period of inclement weather had negatively impacted on performance in terms of meeting target times for attending incidents. However, the direction of travel had significantly improved from January 2011 onwards and he was confident that the upward trend could be maintained. The Chairman pointed out that the overall trend for both urban and rural response times had been negatively decreasing since 2009, although he welcomed recent improvements in performance.

Members questioned whether the planned reductions in police officer numbers would impact on incident response times. The Deputy Chief Constable referred to the "Task don't Ask" project which had been successfully piloted in West Division and had resulted in a significant change to the way police officers were dispatched to incidents. This had culminated in 70% of priority calls being dealt with within 6 hours and 65% within 2 hours. The initiative was due to be rolled out across the remaining two Divisions by the end of the March. He was confident that demand would be met and that this would be reflected in the performance figures for the coming year.

The Chairman invited Members to consider what level of assurance they had received with regards to incident response in light of the statistical analysis and recent measures to improve performance. The general consensus was that the Committee had received a "Limited" level of assurance.

<p>Resolved</p> <p>That</p> <ol style="list-style-type: none"> 1. Force performance be noted; 2. the Committee has received a “Limited” level of assurance in respect of Incident Response. 	<p>Responsible Officer</p> <p>-</p> <p>-</p>
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73/10. EXCLUSION OF PRESS AND PUBLIC

<p>Resolved:</p> <p>That the press and public be excluded from the meeting on the grounds that the following items involved the disclosure or likely disclosure of exempt information as detailed in paragraphs 3 and 7 of schedule 12A of the Local Government Act 1972 (as amended).</p>	<p>Responsible Officer:</p> <p>-</p>
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74/10. VALUE FOR MONEY UPDATE

The Planning, Innovation and Review Manager (PIRM) updated Members on progress with the Value for Money process within the Force.

Members observed that the Value for Money Profile did not provide any form of overarching assessment of how Lincolnshire was performing in comparison with other forces nationally. The PIRM confirmed that the profiles had been devised by HMIC although there appeared to be some confusion about how they could be best utilised.

The Chairman suggested that there was currently insufficient evidence for the Committee to agree a level of assurance in relation to Value for Money.

<p>Resolved</p> <ol style="list-style-type: none"> 1. That the report be noted. 	<p>Responsible Officer</p> <p>-</p>
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75/10. CAPITAL PROGRAMME 2010/2011

The Head of Finance reported the current position together with proposed changes to the Capital Programme and the method of financing. In noting the report the Treasurer questioned the quality of planning behind some of capital projects and initiatives that would not be delivered to a significant extent within the current year.

Resolved	Responsible Officer
That	
1. That the revised programme for 2010/2011 of £4,413,800 and the method of financing that programme be approved;	-
2. Reprofiling to 2011/2012 of £188,500 identified and removed from the 2010/2011 Contact Management Centre Scheme be approved;	-
3. Reprofiling to 2011/2012 of £19,500 identified and removed from the 2010/2011 MOPI Scheme be approved;	-
4. Reprofiling to 2011/2012 of £85,000 identified and removed from the 2010/2011 Records Management Scheme be approved;	-
5. Reprofiling to 2011/2012 of £300,000 identified and removed from the 2010/2011 Niche Crime and Intelligence Scheme be approved;	-
6. the remaining 2010/11 funding of £1,800 for the Niche Case and Custody Scheme be rolled into the Niche Crime and Intelligence Scheme;	-
7. Reprofiling to 2011/2012 of £40,000 identified and removed from the 2010/2011 Support Services Review Scheme be approved;	-
8. Reprofiling to 2011/2012 of £70,000 identified and removed from the 2010/2011 Server Virtualisation Scheme be approved;	-
9. Reprofiling to 2011/2012 of £150,000 identified and removed from the 2010/2011 Mobile Data Scheme be approved.	-

Chairman