



**LINCOLNSHIRE POLICE AUTHORITY
STRATEGIC PLANNING COMMITTEE
22 JUNE 2011
1.30PM – 3.10PM**

PRESENT

MEMBERS: Mr J Cooke (Vice-Chairman), Mr J Atter, Mr A Dezonie, Mr R Must, Dr B Wookey

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)

APOLOGIES: Mr B Young (Chairman), Mr F Mann, Mr C Underwood-Frost

ALSO IN ATTENDANCE: Mr V Murphy (Grant Thornton UK LLP)

01/11. DECLARATIONS OF PERSONAL AND / OR PREJUDICIAL INTERESTS

None.

02/11. MINUTES – 20 MAY 2011

Resolved: 1. That the minutes of the meeting held on the 20 May 2011 be taken as read and signed by the Chairman as a correct record.	Responsible Officer: -
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03/11. POLICE AUTHORITY RISK REGISTER

Resolved: 1. That the report be noted.	Responsible Officer: -
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04/11. FORCE RISK REGISTER

Members were reminded that the Chairman of Audit, Risk and Governance Committee, the Treasurer and the Research and Performance Officer represented the Authority at meetings of the Force Risk Management Board. There were 3 new critical risks pertinent to the Committee relating to future resilience and morale of the workforce, and the impact of Business Transformation. A further 4 risks had been re-scored and further 4 removed from the Register. Risk management was being successfully embedded into the Force and this would continue to be monitored by the Authority.

The Chief Executive was concerned to ensure that updates on the Force Risk Register, which were normally presented to Committees by their respective Chairmen, were made more relevant to Members. It was possible that a new approach was required and this would be discussed with the Chairman of Audit, Risk and Governance Committee in the first instance.

Resolved: 1. That the oral update be noted.	Responsible Officer: -
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05/11. COMMITTEE WORKPLAN

Resolved: 1. That progress with the Workplan be noted.	Responsible Officer: -
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06/11. POLICE REFORM AND SOCIAL RESPONSIBILITY BILL - UPDATE

Members were provided with a comprehensive update prepared by the Chairman, which was noted. The Chief Executive referred to the model Transfer Order being developed by the Home Office led Transition Board, which would include the transfer of police staff between Police and Crime Commissioners (PCCs) and chief constables. He understood the likely approach would be for all staff to be initially transferred to PCCs who, once in post, would resolve the transfer of staff to the direction and control of chief constables.

Resolved: 1. That the oral update be noted.	Responsible Officer: -
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07/11. ASSURANCE FRAMEWORK

The Research and Performance Officer invited Members to consider the level of assurance that it had with regard to Strategic Planning Committee related key issue areas as set out in Assurance Framework.

Critical Incidents

Members were advised of the rationale that had been employed to inform the recommended assurance level of '**Limited/Improving**'. Reference was also made to a number of observations recently submitted by the T/Assistant Chief Constable (Protective Services). The Deputy Chief Constable stated that the Force had a long history of successfully managing critical incidents and invited the Committee to observe how incidents were managed to help inform their conclusions. Members were clear that the exercise was not about undertaking an assessment of how critical incidents were managed, but the degree to which Members could have confidence in the Force in meeting the success criteria as defined under the Assurance Framework. A key component of that evidence trail was the provision of an up-to-date Force policy which reflected the latest NPIA guidance. The Committee noted that the policy was due to be updated in September 2011, and Members agreed to review the level of assurance once the revised policy was in place.

Protective Services Project

Members noted that all projects were 'on target' in terms of deliverables, resources and risk. It was agreed that the level of assurance should move from 'Limited' to '**Satisfactory**'.

Policing Change Programme (PCP)

The Vice Chairman reminded Members that he was one of two Authority representatives who sat on the PCP Steering Group. He considered that the Force had done exceptionally well with the roll out and recommended an assurance level of '**Satisfactory/Improving**'.

The Deputy Chief Constable stated that PCP would not be prolonged any longer than was necessary and confirmed that a number of aspects of the programme had already been closed down. Chief Officers had identified a number of underlying quality of service issues which had only emerged once the 3 BCUs had been "stripped away". These were cultural issues that were now being actively addressed. The Treasurer suggested that the description of PCP 'key issue' be broadened to capture longer term outputs and achieve financial balance by the end of the Comprehensive Spending Review period, including outsourcing, collaboration, police officer numbers, organisational review, precept and interdependencies.

Force Reputation

The Deputy Chief Constable reminded Members of the long term upward positive trend in public satisfaction and confidence measures, which had increased in every quarter bar one over the last 2 years or so. He suggested that there were also a number of other indicators including the positive progress highlighted following the HMIC support and challenge inspections, and the planned visit by the Policing

Minister in response to the pioneering work being taken forward on outsourcing services. He concluded that the reputation of the Force was on the rise.

Whilst the Chairman of Community and Partnership Committee questioned whether the success criteria defined in the Assurance Framework needed to have a greater emphasis on outcomes. It was agreed that the success criteria should be re-defined whilst the level of assurance would remain as **'Satisfactory/Improving'**.

Anti Social Behaviour

Members agreed that the assurance level should remain as **'Satisfactory/Improving'**.

Business Continuity

The Chairman of Community and Partnership Committee expressed his frustration at the number of Force Business Continuity Management Board meetings that had either been postponed or cancelled. The Deputy Chief Constable acknowledged the concerns and assured Members that Business Continuity remained a priority and would be quickly picked up following the recent appointment of T/Assistant Chief Constable (Protective Services). An assurance level of **'Limited/No Change'** was agreed.

Collaboration

The Vice Chairman provided a brief update on regional developments before recommending an assurance level of **'Limited/No Change'**.

Internal/External Communication

Members agreed that the assurance level should remain as **'Satisfactory/Improving'**.

Resolved:	Responsible Officer:
That	
1. a 'Limited/Improving' level of assurance has been received as regards Critical Incidents;	-
2. the level of assurance for Critical Incidents be reviewed once the Force policy has been updated;	RPO
3. a 'Satisfactory' level of assurance has been received as regards Protective Services Project;	-
4. a 'Satisfactory/Improving' level of assurance has been received as regards Policing Change Programme;	-
5. the description of PCP 'key issue' be re-framed to capture longer term outputs and achieve financial balance by the end of the Comprehensive Spending Review period;	RPO
6. a 'Satisfactory/Improving' level of assurance has been received as regards Force Reputation;	-
7. the success criteria for Force Reputation be re-defined;	RPO

8. a 'Satisfactory/Improving' level of assurance has been received as regards Anti Social Behaviour;	-
9. a 'Limited/No Change' level of assurance has been received as regards Business Continuity;	-
10. a 'Limited/No Change' level of assurance has been received as regards Collaboration;	-
11. a 'Satisfactory/Improving' level of assurance has been received as regards Internal/External Communication.	-

08/11. BUSINESS TRANSFORMATION PROJECT

The Deputy Chief Constable advised Members on a redistribution of roles on the Force side in relation to the Business Transformation Project. The new structure was supported by consultants from Grant Thornton UK LLP recently engaged by the Police Authority and would also benefit from the procurement of additional commercial and financial expertise. Work was progressing on refining the scope of the project in terms of those service areas that would remain and those that would be recommended for exclusion. Proposals would be considered by the Command Group and the Authority's Chief Executive before being formally submitted to Members for consideration on 5 August. Discussions would shortly follow on the Authority's information requirements for the meeting on 5 August, including operational impact, financial considerations, risk management, reporting structures and so on. The Vice Chairman suggested that the level of detail should not be too deep but readily understandable and digestible. He also emphasised the importance of Members being able to compare and contrast with alternative options such as regional collaboration.

[Mr A Dezonie left the meeting at 2.35pm]

Mr Murphy (Grant Thornton UK LLP) tabled a number of slides setting out their assurance role for the Authority and key findings to date. The Vice Chairman thanked Mr Murphy for his detailed assessment.

Resolved:	Responsible Officer:
1. That the oral update be noted.	-

09/11. JOINT FORCE/AUTHORITY PLANNING DAY 24 JUNE

The Chief Executive outlined the key aims of the Authority's Planning Day event on 24 June as part of the preparations for 5 August meeting.

Resolved:	Responsible Officer:
1. That the oral update be noted.	-

10/11. TRANSITION PLANNING FOR DIRECTLY ELECTED COMMISSIONERS

The Chief Executive presented a draft outline proposal for the creation of a project structure to address the creation of a directly elected Police and Crime Commissioner. Members were advised that whilst there remained uncertainty in the legislative process it was important to get agreement about the approach the Authority would take to managing a future transition.

The Vice Chairman recommended that the proposed creation of a Local Governance Transition Board set out in the project plan be supported by the Committee in principle and invited Members to relay any further thoughts and suggestions to the Chief Executive. Reference was also made to Member representation on the Transition Board, with Members invited to relay their nominations to the Chief Executive. It was confirmed that the Chairman of the Authority would not be putting himself forward for the role.

Resolved:	Responsible Officer:
That	
1. the proposed creation of a Local Governance Transition Board be approved;	-
2. Members relay any thoughts and suggestions concerning the project plan to the Chief Executive;	All
3. Member nominations for appointment to the Transition Board be relayed to the Chief Executive.	All

Chairman