



**LINCOLNSHIRE POLICE AUTHORITY  
FINANCE AND PERFORMANCE COMMITTEE  
28 SEPTEMBER 2010  
1.00PM – 3.55PM**

**PRESENT:**

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

**Apologies:** Mr G Dark, Mr J Walker

**Secretariat:** Mr M Burch (Chief Executive), Ms J Flint (Treasurer), 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 (Director of Finance and Administration), Ms J Hogan (A/Head of Strategic Development), Mr A Tomlinson (Head of Finance), Chief Inspector S Craft (Head of FCCC), Mr J Partridge (Planning, Innovation and Review Manager), Mr S Croft (A/Performance Manager)

**22/10 DECLARATIONS OF PERSONAL AND/OR PREJUDICIAL INTERESTS**

None.

**23/10. MINUTES – 28 APRIL 2010**

<b>Resolved</b>	<b>Responsible Officer</b>
1. That the Minutes of the Finance and Performance Committee meeting held on 28 April 2010 be taken as read and signed by the Chairman as a correct record.	-

**24/10 ACTION SUMMARY**

<b>Resolved</b>	<b>Responsible Officer</b>
1. That progress with the Action Summary be noted.	-

## 25/10 POLICE AUTHORITY/FORCE RISK REGISTER UPDATE

<b>Resolved:</b> That  1. the report be noted; 2. "funding formula consultation" be added as a new/developing control for critical risk C02.	<b>Responsible Officer:</b>  - RPO
--	--

[Mr C Underwood-Frost left the meeting at 1.15pm]

## 26/10. FORCE RISK REGISTER/COMMITTEE CHAIRMAN

<b>Resolved</b>  1. That the oral report be noted.	<b>Responsible Officer</b>  -
--	-------------------------------------

[Mr C Underwood-Frost rejoined the meeting at 1.22pm]

## 27/10. COMMITTEE WORKPLAN

The Treasurer advised that a report on fieldwork undertaken by Deloitte on the review of Treasury Management was expected shortly. The Head of Finance was confident that the report would be received before the next Committee meeting.

The Chairman sought clarification about ownership of action (8) in the Work Plan relating to the development of options for external funding. It was agreed that the action would be taken forward by Community and Partnership Committee.

<b>Resolved</b> That  1. progress with the Work Plan be noted; 2. Action (8) be taken forward by the Community and Partnership Committee.	<b>Responsible Officer</b>  - ECO
---	---

## 28/10. REVENUE BUDGET MONITORING

The Head of Finance presented the monitoring of the revenue account for the period to the end of August 2010. Current spending assumptions on the devolved budget indicated a forecast overspend of £217k. The predicted overspend was primarily due to a failure in meeting income targets from supplies and services costs. The main shortfall in income related to the long running fraud investigation "Operation Barrage". It was explained that a bid for continued grant support from the Home Office submitted in 2009 appears to have not been supported. However, despite areas of pressure on the budget there were a number of mitigating potential reductions against this including expected diminutions in the size of the existing workforce and in areas such as supplies and services. It was considered that the budget was starting to move towards a balanced position with greater clarity on spending levels expected at the December meeting.

The Committee was invited to write-off of over £10k of debt relating to the detention of a prisoner in June 2000 made at the request of the Metropolitan Police. It was explained that no back-up paperwork to evidence the charges could be found and that the Metropolitan Police had refused to settle the debt. Members were reassured that processes and procedures for the collection of debt had been significantly improved over the last 2 to 3 years. The Chairman suggested that the Committee had little choice but to write it off as a bad debt.

It was noted that police officer overtime had been forecast to overspend by £46k. Members questioned whether overtime targets set at the beginning of the year had been overly optimistic. The Director of Finance and Administration accepted that targets were challenging but suggested that the level of overspend was on a relatively small scale when compared with an overtime budget of over £2m. He was confident that the overall level of spend against budget would be on target by the end of the financial year.

The Chairman referred to a briefing note appended to the report concerning the allocation of funds to the Force under the Migration Impact Fund Integrated Neighbourhood Development Project. He questioned whether the Force would still receive its allocation given the current constraints on public finances. The Director of Finance and Administration still expected to receive the grant income although he was aware that some grants had been cut.

<b>Resolved</b>	<b>Responsible Officer</b>
That  1. the report be noted; 2. £115k be released from the Contingency to meet the costs of the Force Open Day and Marketing Campaign; 3. approval be given for the inclusion in the Revenue Budget of expenditure of £574k and contribution to earmarked reserves of £350k, subject to the receipt of	- - -

<p>additional grant income of £924k in respect of the Migration Impact Fund;</p> <p>4. the write off of the Metropolitan Police Debt of £10,108.39 against the provision for Bad Debts be approved.</p>	-
---	---

## 29/10. STRATEGIC AND FINANCIAL PLANNING 2011 - 2014

The A/Head of Strategic Development and the Head of Finance updated the Committee on planning for transformational change over the next 3 years and on progress with balancing the 2011/12 budget.

Members noted that budget managers had formulated plans to achieve 5%, 7% and 10% savings whilst also highlighting the implications of their proposals in terms of risk to the Force; the impact on service delivery; and affect on other areas of the organisation. The Deputy Chief Constable explained that the Command Group would be working through the savings plans over the next couple of months in order to build a package of realistic options for consideration by the Chief Constable and Authority.

[Mr B Young left the meeting at 1.55pm]

The Treasurer stressed the importance of understanding some of the critical dependencies between the different elements of transformational change. The Deputy Chief Constable accepted that the Force and the Authority needed to develop a shared view on the process for transformational change. The Command Group was looking at the structure of change and their thinking would be shared with the Authority shortly.

The Chairman suggested that it would be appropriate for future updates on transformational change to be received by the Strategic Planning committee, whilst financial considerations would be dealt with by the Committee.

<b>Resolved</b>	<b>Responsible Officer</b>
<p>That</p> <ol style="list-style-type: none"> <li>1. the report be noted;</li> <li>2. future updates on transformational change be received by the Strategic Planning committee, whilst financial considerations be dealt with by the Committee.</li> </ol>	- HoSD / HoF

### 30/10. UPDATE ON THE VALUE FOR MONEY PROGRAMME

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

[Mr C Underwood-Frost left the meeting at 2.20pm]

### 31/10. LOCAL GOVERNMENT PENSION SCHEME TRIENNIAL REVALUATION

The Treasurer presented details of the early warning report on the Triennial Revaluation of the Local Government Pension Scheme. A number of factors had come into play which had made the fund evaluation exceptionally challenging this time round, including the Government's decision to use the Consumer Prices Index for annual pensions increase purposes, rather than the historically more generous Retail Price Index. Other developments included the public sector pay freeze, lower returns on investments and the Hutton Review of public sector pensions.

The valuation results suggested that a significant increase in employer contributions would be necessary. It was confirmed that the current contribution rate was 16% equating to £3.6m. Given the potentially large increases in indicative contribution rates, the County Council was willing to consider how these might be reduced. The Treasurer sought authority from the Committee to submit evidence in support of the Authority's case for a lower contribution rate.

Resolved	Responsible Officer
That  1. the report be noted; 2. the Treasurer, in consultation with the Chairman, be authorised to submit relevant data to the County Council at the appropriate time in support of the Authority's position.	- Treasurer

### 32/10. FORCE PERFORMANCE REVIEW 2010/11

Members questioned Force officers on a number of exceptional areas of performance as follows:

**Q1. Sanction Detections (all crime) – Does the Force understand the reasons why “all crime” sanction detection rates have been decreasing since around February 2009 and continue to decrease, despite remedial action being implemented? What are the next steps?**

The Deputy Chief Constable expressed his surprise that Members had chosen to focus on sanction detections for all crime, as this had been omitted from the 2010 – 2013 Policing Plan. He suggested that the focus of the Committee ought to be on Force performance against the indicators detailed in the Plan.

In terms of the overall reducing crime picture, he suggested that this was positive for the most part. However, he accepted that the level of crime detected was still not good enough. Whilst performance in areas such as criminal damage, serious acquisitive crime and burglary were “going in the right direction”, he accepted that more work needed to be done in areas such as violent crime assaults.

He referred to persistent negative claims about the accuracy of figures generated by the Niche crime and intelligence system as a myth. Members were advised that despite the system only going “live” in January, the vast majority of crimes were already being recorded directly onto the system. He accepted that there had been some issues with the way in which officers had been processing crimes through Niche, but that these had been addressed and had not affected data generated in respect of sanction detections. Members were also informed that the back log of processing activity in the Criminal Justice Information Unit had been resolved. He was confident about the accuracy of data generated by Niche and was adamant that any residual issues were around officers not completing paperwork correctly.

The Committee questioned when they could expect to see trend lines moving in a positive direction in areas such as detecting violent crime. The Deputy Chief Constable referred to the positive impact that “golden hour” training was expected to have, particularly for Call Handlers who played a critical role in directing officers at incidents. Members were advised that Nottinghamshire Police had experienced similar problems and had managed a turnaround in performance. This had led to the Assistant Chief Constable (Protective Services) inviting officers from Nottinghamshire to review what the Force was doing and to recommend any improvements. Members were reassured that every effort was being made to improve performance albeit against a background of reduced funding and resources.

***Q2. Sanction Detections (violence & sexual offences) – Does the Force understand why the ‘Solving Crime Model’ does not appear to have had the same positive impact on ‘violence’ related sanction detections as others (e.g. serious acquisitive crime’ categories)?***

The Deputy Chief Constable stated that training on the Solving Crime Model had only begun in July and would take time to be delivered to all operational officers and to become fully imbedded.

Members were advised that the increase in the number of reported sexual offences was a product of the Sexual Assault Referral Centre being opened earlier in the year. Unfortunately there had not been a proportionate increase in the detection rate. It was suggested that performance in this area could be further improved if the Force was able to call on the services of a dedicated rape investigation unit (RIU), in common with other forces. A business case for the creation of a county wide RIU was currently under development.

The Chairman was encouraged by some of the Force activity to address areas of exceptional performance and in particular, some of the training initiatives that were being taken forward. The Deputy Chief Constable suggested that it might be useful if the Committee were to receive a presentation from the Assistant Chief Constable (Protective Services) on sanction detections.

**Q3. Emergency Call Handling –What is the current position with regard to the implementation of the FCCC action plan?**

Chief Inspector Craft was pleased to announce that the FCCC had achieved a 90% success rate in September for answering emergency 999 calls within 10 seconds, albeit that the number of calls had decreased slightly.

Members were advised that some time ago, the FCCC had three members of staff providing a dedicated 999 answering service, which had not been a good use of limited resources. Given the resources available and the limits of the technology, he considered that overall performance in terms of responding to calls was good. There was a balance that needed to be struck between meeting targets and dealing with callers in a professional manner and providing a quality service. It would not be appropriate to invest significant resources in answering 999 calls simply to hit the 10 second target if it meant that areas such as answering non emergency calls were disproportionately affected. The Deputy Chief Constable concurred and suggested that if targets were being missed by 4 or 5 seconds it was a price worth paying to avoid having to put in place dedicated resources and to ensure that callers were dealt with in a proper and responsible manner.

The Treasurer suggested that call handling was an area of business that might benefit from a collaborative approach in terms of resources and technology. The Deputy Chief Constable considered that all options, including outsourcing should be explored with an open mind.

The Chairman considered that there were some early signs of an improving picture emerging.

<b>Resolved</b>	<b>Responsible Officer</b>
<p>That</p> <ol style="list-style-type: none"> <li>1. Force performance be noted;</li> <li>2. the Committee receive a presentation on Sanction Detections at its next meeting.</li> </ol>	<p>- ACC (Protective Services)</p>

**33/10. FORMULA CONSULTATION**

The Treasurer invited the Committee to provide a steer on the Authority’s response to the Department for Communities and Local Government’s (DCLG) Formula Grant Consultation.

Members were cautioned about options detailed in the consultation paper which had been developed prior to the General Election and therefore did not necessarily reflect the coalition government's policy priorities. It was also pointed out that exemplifications detailed in the paper were based upon 2010/11 grant levels and did not take account of expected reductions in grant over the next spending review period. Any potential losses in grant as a result of changes to the distribution formula would therefore be in addition to those that would arise from reductions in grant levels.

Members were advised that the deadline set by DCLG for responses was 6 October 2010. It was recommended that the Treasurer, in consultation with the Chairman of the Committee be delegated the authority to finalise a response for submission on behalf of the Authority.

<b>Resolved</b>	<b>Responsible Officer</b>
<p>That</p> <ol style="list-style-type: none"> <li>1. the report be noted;</li> <li>2. the Treasurer, in consultation with the Chairman of the Committee be delegated the authority to finalise a response for submission on behalf of the Authority;</li> <li>3. the Chairman of the Authority be given sight of the draft response prior to being communicated to DCLG.</li> </ol>	<p>- Treasurer/Chairman of F&amp;P Committee  Treasurer</p>

[Mr A Dezonie left the meeting at 3.20pm]

### **34/10. TRANSPARENCY OF FINANCIAL TRANSACTIONS – DCLG REGULATIONS**

The Treasurer presented details of a DCLG proposal that would require all local authorities to publish spending information over £500 online by January 2011. Members were asked to consider whether the proposal should be addressed as an immediate priority or whether to wait until the government had published guidance, expected sometime in the autumn.

Members agreed to await the guidance as this would provide more time for officers to consider the implications of the proposal and how information might be published on-line.

<b>Resolved</b>	<b>Responsible Officer</b>
<p>That</p> <ol style="list-style-type: none"> <li>1. the requirement to publish spending data in due course be noted;</li> <li>2. the requirement be implemented following receipt of guidance from the government.</li> </ol>	<p>- -</p>

### 35/10. SCRUTINY OF SERIOUS AND ORGANISED CRIME

The Chairman presented brief notes of meetings attended by both himself and the Vice Chairman of the Committee in which they had received briefings from the Head of Crime Support and the Director of Intelligence. The purpose of the meetings was to review and scrutinise the Force's approach to tackling serious and organised crime in the County.

<b>Resolved</b>	<b>Responsible Officer</b>
1. That the report be noted.	-

### 36/10. ANNUAL REPORT (INCLUDING COMPACT ACCOUNTS)

The Planning, Innovation and Review Manager tabled the latest draft copy of the 2009/2010 joint Annual Report. Members were advised that the finalised version of the document would be published on both the Force and the Authority's websites.

The Treasurer queried why the Compact Accounts had been provided as a supplementary document rather than being incorporated within the Annual Report. It was explained that the original intention had been to provide two separate website links for ease of access. However, there was no reason why the two documents couldn't still be merged.

The Deputy Chief Constable referred to the coalition government's desire to reduce bureaucracy in the police service and suggested that dispensing with the requirement to publish an Annual Report would save a not insignificant amount of valuable time and resources.

<b>Resolved</b>	<b>Responsible Officer</b>
That	
1. the report be noted;	-
2. the Compact Accounts be incorporated within the Annual Report;	PIRM
3. Member comments on the draft Annual Report be relayed to the Authority's Marketing and Media Officer by 1 October 2010.	All

### 37/10. EXCLUSION OF PRESS AND PUBLIC

<b>Resolved:</b>  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 paragraph 3 of schedule 12A of the Local Government Act 1972 (as amended).	<b>Responsible Officer:</b>  -
---	--------------------------------------

### 38/10. CONTRACT APPROVAL

<b>Resolved</b>  That  1. the result of the Leadership Training tender be noted; 2. in accordance with the Chairman's prior agreement, retrospective approval be given to the award of Lot 1 to the other than lowest tenderer.	<b>Responsible Officer</b>  - -
--	--

### 39/10. CAPITAL PROGRAMME 2010/2011 – 2012/2013

<b>Resolved</b>  That  1. the revised programme for 2010/2011 of £6,126,500 and the method of financing that programme be approved; 2. authority be given to award the HQ Lift Tender to the other than lowest price tender; 3. reprofiling to 2011/2012 of £475,000 has been identified and removed from the 2010/2011 Estates Renewal Programme; 4. reprofiling to 2011/2012 of £300,000 has been identified and removed from the 2010/2011 Spalding Police Station Scheme; 5. funding of £307,000 be transferred from the 2011/2012 In House Fleet Maintenance Workshop Scheme to the 2011/2012 Spalding Police Station Scheme; 6. reprofiling to 2011/2012 of £750,000 has been identified	<b>Responsible Officer</b>  - - - - - -
---	--

and removed from the 2010/2011 Business Continuity Programme FCCC Scheme;	
7. funding of £40,000 be added to the MOPI Project Scheme;	-
8. reprofiling to 2011/2012 of £200,000 has been identified and removed from the 2010/2011 PENTIP Scheme;	-
9. reprofiling from 2011/2012 of £32,600 has been identified and brought forward into the 2010/2011 Records Management (EDRM) Scheme;	-
10. funding of £6,100 for the Orchid Risk Management Software scheme be removed;	-
11. reprofiling from 2012/2013 of £91,400 has been identified and brought forward into the 2010/2011 Business Continuity Programme Server Scheme;	-
12. reprofiling to 2011/2012 of £433,000 has been identified and removed from the 2010/2011 PND Scheme;	-
13. funding of £95,000 be transferred from the 2010/2011 Replacement Data and Telephone Wiring Scheme to the 2011/2012 Spalding Police Station Scheme;	-
14. reprofiling to future years of £210,000 has been identified and removed from the 2010/2011 Replacement Data and Telephone Wiring Scheme;	-
15. funding of £566,200 for the Replacement Data and Telephone Wiring Scheme be removed;	-
16. reprofiling to 2012/2013 of £438,500 has been identified and removed from the 2010/2011 Replacement Wide Area Network Scheme;	-
17. funding of £9,700 for the Origin Zero Sign On Scheme be removed;	-
18. reprofiling to 2011/2012 of £900,000 has been identified and removed from the 2010/2011 Annual Minor Building Works Scheme;	-
19. funding of £34,000 be added to the Police HQ Derv Tank Scheme;	-
20. funding of £14,500 be added to the SMART Tracking Scheme;	-
21. if the Digitalisation of the Interview Process Scheme is released, authority be delegated to the Treasurer and the Chairman to approve the scheme before the next Finance and Performance Committee meeting and that funding of £250,000 be allocated;	-
22. funding of £39,200 be added to the Vulnerable Person Alarms Scheme with funding from capital grant income.	-

---

**Chairman**