



**LINCOLNSHIRE POLICE AUTHORITY
STRATEGIC PLANNING COMMITTEE
7 DECEMBER 2010
2.00PM – 4.10PM**

PRESENT

MEMBERS: Mr B Young (Chairman), Mr J Atter, Mr A Dezonie, Mr F Mann, Mr R Must, Mr C Underwood-Frost, 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 G Mason (Research and Performance Officer)

FORCE OFFICERS: Mr R Crompton (Chief Constable), Mr P Steed (Assistant Chief Officer), Mr J Partridge (Planning, Innovation and Review Manager), Chief Inspector J Tyner (Strategic Development)

APOLOGIES: Mr J Cooke (Vice-Chairman), Mr K Smith

ALSO IN ATTENDANCE: Mr R Davies

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

None.

23/10. ANNOUNCEMENTS

- The Chairman queried whether any further news had been received on the provisional grant settlement. The Chief Constable suggested that the 9 December remained the likely date on which an announcement would be made.
- The Chairman and Members paid tribute to police officers and staff who made considerable efforts to get into work during the recent inclement weather.

24/10. MINUTES – 2 SEPTEMBER 2010

Resolved: 1. That the minutes of the meeting held on the 2 September 2010 be taken as read and signed by the Chairman as a correct record.	Responsible Officer: -
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25/10. ACTION SUMMARY

Resolved: 1. That the Action Summary be noted.	Responsible Officer: -
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26/10. EXCLUSION OF PRESS AND PUBLIC

<u>Resolved</u> 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 4 of schedule 12A of the Local Government Act 1972 (as amended).	<u>Responsible Officer</u> -
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27/10. OUTSOURCING UPDATE

The Chief Constable provided a detailed update on the developing position regarding outsourcing and the next steps that were proposed following initial discussions with potential service providers. It was anticipated that options would be worked up in time for consideration at the February 2011 full Authority meeting.

In noting the challenging timescale that had been set, Members suggested that additional external expertise be procured to support the project. The Chief Constable concurred and confirmed that professional partners would be brought in to provide additional expertise and resilience, including legal consultancy where necessary.

The Treasurer emphasised that the key driver for exploring outsourcing should not simply be limited to the generation of savings but also to improve the quality of existing processes and services.

Members were encouraged by the approach being taken by the Chief Constable and his recognition of the need for external assistance. In response, the Chief Constable thanked the Committee for its continued support.

Resolved: 1. That the report be noted.	Responsible Officer: -
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[Mr A Dezonie left the meeting at 3.05pm]

INCLUSION OF PRESS AND PUBLIC

28/10 FINANCIAL STRATEGY AND POLICING PLAN 2011 - 14

The Chief Executive reminded the Committee that the latest iteration of the Policing Plan 2011 – 14 and an update on the Force Policing Change Programme (which informed elements of the Policing Plan) had been briefly considered at the full Authority in late November. The meeting presented a further opportunity for Members to give their reactions to both documents.

Whilst the Committee acknowledged that a clearer picture of the transformational change programme was now beginning to emerge, Members were concerned to ensure that proposals were subject to risk analysis so that the likely impact on performance and operational capability could be properly assessed. Chief Inspector Tyner stated that the current focus was on the risks associated with delivering the programme, such as the interdependencies between volume crime and neighbourhood policing, as this would determine the success or otherwise of the overall programme. The Assistant Chief Officer suggested that there were also a number of practical issues to be resolved around time management and the allocation of roles to senior officers, providing continuity across the various project boards and maintaining operational focus.

[Mr F Mann joined the meeting at 3.26pm]

Members suggested that a “top level” strategy document would provide reassurance and help make sense of the overall process. Chief Inspector Tyner referred to the recent peer review undertaken by the NPIA Capability Support Team which had identified the lack of a formal business case for transformational change. This would be taken forward by the Policing Change Programme Steering Group, although a timescale had yet to be agreed. He undertook to relay the Committee’s request to the Steering Group and to ascertain who had been nominated to write the business case. The Assistant Chief Officer suggested that a first draft might be available in time for the next Committee meeting in January 2011.

The Planning, Innovation and Review Manager (PIRM) invited feedback on the proposals contained within the draft Policing Plan in the context of the Authority's vision and strategic steer/objectives. A view was expressed that the Plan should be more specific about what the Force expected to deliver during the forthcoming year so that it could be held to account. There was also some minor criticism directed at the number of photographs in the Plan. The Chief Executive questioned the purpose of the Plan, and suggested that if it was solely for communicating with the public then it could perhaps be distilled into something briefer, such as a summary document, to supplement what he considered as the corporate plan.

The Deputy Chief Executive advised that the Finance and Performance Committee meeting on 21 December would be proposing a number of key performance indicators for inclusion in the Policing Plan. These would be presented to the Committee for consideration in due course.

Resolved:	Responsible Officer:
<p>That</p> <ol style="list-style-type: none"> 1. the draft policing plan, documentation related to the Force change programme and associated papers be noted; 2. progress with developing the Force change programme and draft policing plan be noted; 3. a draft business case for the Transformational Change Programme be considered at the January meeting of the Committee. 	<p>-</p> <p>-</p> <p>ACO</p>

29/10. POLICE AUTHORITY RISK REGISTER

The Chairman of Community and Partnership Committee questioned whether critical risk G (C09) concerning the failure to deliver on regional collaboration initiatives, should be downgraded in light of extensive collaborative activity. The Chairman was reluctant to do so until the various initiatives that were being progressed started to deliver outcomes. It was agreed that Existing and New/Developing Controls would be updated to reflect recent activity.

The Chief Executive referred to critical risk M (C14) concerning the failure to maintain concentration/focus on LPA priorities in the lead up to the abolition of police authorities. In the wake of the Police Reform and Social Responsibility Bill being published, Members were invited to consider the direction of travel for the risk. Members agreed that there the direction of travel would remain static.

Members were advised that the Vice Chairman had suggested critical risk C (C01) concerning the failure to achieve and demonstrate efficiencies and value for money,

be updated to reflect activity around the Force Change Programme. Members agreed that Existing Controls for the risk be updated accordingly.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. Existing and New/Developing Controls for critical risk G be updated to reflect recent collaborative activity; 2. critical risk M (C14) remain static and that the direction of travel remain static; 3. the Existing controls for critical risk C (C01) be updated to reflect activity around the Force Change Programme. 	<p>Responsible Officer:</p> <p>RPO</p> <p>RPO</p> <p>RPO</p>
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30/10. FORCE RISK REGISTER

Members were advised that the recent inclement weather had prevented the Force Command Group from approving revisions to the Force risk registers. However there was an expectation that these would be available for the forthcoming Audit, Risk and Governance Committee meeting.

The Chairman of Audit, Risk and Governance Committee welcomed the progress that had been made in developing the Force registers, and advised that whilst the risk appetite might be slightly different, both the Authority and Force strategic risk registers were closely aligned.

<p>Resolved:</p> <ol style="list-style-type: none"> 1. That the oral report be noted. 	<p>Responsible Officer:</p> <p>-</p>
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31/10. COMMITTEE WORK PLAN

<p>Resolved:</p> <ol style="list-style-type: none"> 1. That progress with the Work Plan be noted. 	<p>Responsible Officer:</p> <p>-</p>
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32/10. PERFORMANCE MANAGEMENT AND SCRUTINY OF LINCOLNSHIRE POLICE – REFINING OUR APPROACH

The Chief Executive invited Members to agree the proposals set out in the report for an ‘assurance framework’ model for performance management and scrutiny work. He was aware through discussions with the Deputy Chief Constable of some disquiet within the Force about the use of an assurance rating, which was not unlike that used by the Audit Commission. However, he considered that the assurance approach provided a level of clarity not achieved under the previous performance management regime. The new framework also provided a route for escalating matters should it prove necessary.

Resolved: 1. That the proposal to implement an ‘assurance framework’ model to performance management and scrutiny work, as set out in the report, be approved.	Responsible Officer: -
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33/10. RESTRUCTURING AGENDAS/PRE MEETING BRIEFINGS

Members noted that the Professional Standards Committee had questioned the necessity and value of pre-meeting briefings. The Chief Executive’s view was that they were a useful means of discussing key issues to be considered in the formal meeting but should not be used to rehearse the meeting.

Resolved: 1. That Pre Meeting Briefings continue on the basis that key issues to be considered in the formal meeting are given an adequate hearing within the allotted time.	Responsible Officer: -
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34/10. VALUING THE POLICE INSPECTIONS - UPDATE

Members were advised that the regional HMI was shortly to hold a ‘support and challenge’ meeting with the Chairman and Chief Constable. The meeting would focus on Force and Authority preparedness to reduce costs and to “take difficult decisions”. HMI would also assess preparations for the transfer to the new governance arrangements in May 2012.

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