



**LINCOLNSHIRE POLICE AUTHORITY
STRATEGIC PLANNING COMMITTEE
2 SEPTEMBER 2010
2.00PM – 4.55PM**

PRESENT

MEMBERS: Mr B Young (Chairman), Mr J Cooke (Vice-Chairman), Mr J Atter, Mr F Mann, Mr R Must, Mr C Underwood-Frost, Dr B Wookey

SECRETARIAT: Mr M Burch (Chief Executive), Ms J Flint (Treasurer), Mr J Davidson (Monitoring Officer), Mr J King (Committee and Administration Officer), Miss G Mason (Research and Performance Officer)

FORCE OFFICERS: Mr P Steed (Director of Finance and Administration)

APOLOGIES: None.

11/10. DECLARATIONS OF PERSONAL AND / OR PREJUDICIAL INTERESTS

None.

12/10. MINUTES – 22 APRIL 2010

Resolved:	Responsible Officer:
<p>1. That the minutes of the meeting held on the 22 April 2010 be taken as read and signed by the Chairman as a correct record subject to the following amendment:</p> <p>Minute 08/10 – change the word “muted” to “mooted”.</p>	-

13/10. ACTION SUMMARY

Minute B3: The Chief Executive confirmed that the Task and Finish Group set up to lead on budget planning had met on one occasion and had been followed by a series of other meetings mainly involving Force personnel. Members emphasised the importance of ensuring that the Authority was kept fully engaged in future planning discussions.

Reference was made to a letter received from the Deputy Chief Constable updating Members on Force activity to meet both short and medium term budgetary challenges. There was a strong view from the Committee that a fundamental strategic review of the shape and size of the organisation was necessary if the level of savings required over the next 3 to 5 years were to be achieved without significant reductions in delivery expectations. The Chairman undertook to raise the issue in his response to the Deputy Chief Constable.

The Vice Chairman reminded the Committee that he had a seat on the Regional Deputy Chief Constable's Programme Board. He reported that the Board had prioritised a number of forthcoming reviews which would be delivered over three separate tranches. Members were concerned to note that reviews of "back-office" functions such as Estates, HR and Finance had not been included within the first tranche. The Chairman stated that both he and his fellow Chairmen felt strongly about the issue, which would be raised at the forthcoming Collaboration Board meeting. A view was also emerging from Chairmen that, with the exception of local policing, nothing should be considered sacrosanct in terms of regionalisation.

<p>Resolved:</p> <p>1. That the Action Summary be noted.</p>	<p>Responsible Officer:</p> <p>-</p>
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14/10. POLICE AUTHORITY RISK REGISTER

The Vice Chairman referred to critical risk "L" relating to the fragility of existing partnerships. He reported that at a recent meeting of the Community Safety Board it was clear that district councils had become preoccupied with restructuring issues, which was having a negative affect on morale and making them difficult to engage with. It was hoped that this would prove to be short lived as anything longer would begin to put a strain on relations.

The Chairman of Finance and Performance Committee suggested that the direction of travel for critical risk "H" should be reviewed in light of the Chairman and Vice Chairman's earlier updates on regional collaboration. It was agreed that the risk would be reviewed after the next meeting of the Collaboration Board.

The Chairman of Community and Partnership Committee suggested that a new risk was emerging around the need for leadership and commitment from Members during the next 12 to 18 months until police authorities were abolished. The Chief Executive suggested that the risk should also apply to members of staff within the Secretariat.

The Vice Chairman referred to critical risk "A" and suggested that resilience within the Secretariat had improved. The Chairman of Human Resources Committee

confirmed that the direction of travel for the risk would be reviewed at next meeting of his Committee.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. the direction of travel for critical risk “H” be reviewed following the next meeting of the EM Regional Collaboration Board; 2. the following emerging risk be added to the Critical Risk register: <i>“Failure to maintain concentration / focus on LPA priorities (Members and Officers) in the lead up to the proposed abolition of police authorities”</i> 	<p>Responsible Officer:</p> <p>RPO</p> <p>RPO</p>
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15/10. FORCE RISK REGISTER

The Chairman of Audit, Risk and Governance Committee advised that he had attended a recent meeting of the Force Risk Management Board. Considerable progress had been made, with a new Strategic Risk Register expected shortly. The Register would be presented to his Committee once it had been approved by the Chief Officer Group. He confirmed that discussions were still on-going around the development of a Confidential Risk Register, including monitoring arrangements.

<p>Resolved:</p> <ol style="list-style-type: none"> 1. That the oral update be noted. 	<p>Responsible Officer:</p> <p>-</p>
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16/10. FUTURE OF POLICE AUTHORITIES

The Chairman stated that the coalition Government was determined to push through proposals for replacing police authorities with directly elected Police and Crime Commissioners. However, it was still unclear what “checks and balances” and support arrangements would be put in place for elected individuals. A recent Association of Police Authorities’ Council and Board meeting had failed to agree a collective stance on the Government’s consultation paper. A further meeting had been scheduled close to the deadline date for receipt of consultation responses.

The Chairman announced that as a member of the Police Authority Conservative Group, he would shortly be meeting the Minister of State for Policing and Criminal Justice, Nick Herbert MP. He advised that there was a lot of Conservative

opposition to the Government's proposals not only from elected members serving on police authorities but also from local councils.

The Vice Chairman questioned whether the Authority should submit its own response to the consultation paper. Following a brief discussion, it was agreed that the Chief Executive would respond to pertinent questions posed within the paper and draft a covering letter providing a strategic overview of key issues around the proposed abolition of police authorities and election of Police and Crime Commissioners.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. the oral update be noted 2. the Chief Executive provide a written response to the Government's consultation paper "<i>Policing in the 21st Century</i>" and that a covering letter be drafted providing a strategic overview of key issues around the proposed abolition of police authorities and the appointment of Police and Crime Commissioners. 	<p>Responsible Officer:</p> <p>- CE</p>
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17/10. COMMITTEE WORKPLAN

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none"> 1. the report be noted; 2. future additions/amendments made to the Plan be highlighted in bold type. 	<p>Responsible Officer:</p> <p>- DCE</p>
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18/10. SCHEME OF DELEGATION

The Monitoring Officer confirmed that the Task and Finish Group (T&FG) had met in April / May to agree a way forward for the review before a further meeting was held in June with Force personnel. Members were advised that the revised Scheme of Delegation would enable decisions to be taken at an appropriate level and within the Authority's policy framework. Following further work and consultation with the Force it was anticipated that a finalised draft of the Scheme would be ready for consideration at the November 2010 Committee meeting.

The Vice Chairman questioned whether the Authority would have the power to withdraw delegated authority from Force officers, if it was deemed necessary. The Monitoring Officer confirmed that there would be provision made within the Scheme for withdrawing jurisdiction. However, in reality, he fully expected that it would not be used except as a very final resort, a sentiment shared by the Director of Finance and Administration who referred to the “sensible and mature” relationship that existed between the Authority and the Force.

<p>Resolved:</p> <p>1. That the oral report be noted.</p>	<p>Responsible Officer:</p> <p>-</p>
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19/10. FINANCIAL PLANNING

The Treasurer advised that despite a plethora of Government announcements in recent weeks, Lincolnshire’s position still remained unclear. The Comprehensive Spending Review was due out in October and would set out spending plans for the years 2011-12 to 2014-15, albeit at a relatively high level. This meant that whilst funding for policing nationally would be known, detailed figures were unlikely to emerge before December.

Nationally, commentators were suggesting that a 12% reduction in public sector funding wouldn’t have a detrimental affect on frontline services, although 17% over 4 years was being recommended for planning purposes. The national media was suggesting upwards of 25% cuts for the public sector whilst some Home Office departments were potentially facing 40% cuts. Locally, the Treasurer and the Director of Finance and Administration (DoFA) were working on a range of scenarios for the 2011/12 budget based on 4 – 5% cuts in funding per annum. It was confirmed that the Finance and Performance Committee would receive a joint report on budget planning for the short to medium term including the potential impact on future service delivery.

The DoFA considered that the challenge for managers would be to come up with proposals for delivering services with less funding. Sitting alongside this process was a reorganisation of back-office services, and a review of the current Divisional structure. There was also a regional dimension with the potential for specialist resources such as ICT and procurement to be delivered in a collaborative manner, although it was recognised that this would present some real challenges.

The Chairman warned against a “salami slicing” approach to budget cuts stating that a strategic approach was needed with traditional service delivery models and organisational structures within the Force being subject to critical review and reshaping. The DoFA explained that short term action was needed to provide a balanced budget for 2011/12 and to give time for fundamental re-modeling of the Force in the following years.

The Chairman of Human Resources Committee questioned what workforce planning was underway given that the organisation was primarily people-based. The DoFA was keen to ensure that exposure to redundancy was kept to a minimum with staff being redeployed where possible. The Chief Executive emphasised the importance of ensuring that the potential cost of redundancies was built into medium term planning.

The Chairman undertook to discuss the key messages from the debate with the Chief Constable.

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

20/10. FUTURE STRATEGY AND POLICING PLAN 2011 - 14

The Chief Executive invited Members to consider and formally endorse the Authority's Strategic Overview statement appended to the report. Reference was also made to the requirement for a small strategy group to be formed *"that acts quickly to drive change forward and reviews progress monthly to ensure the Authority and Force remain on-line, informed and progress is tested."* It was suggested that all members of the Committee, both individually and/or in small groups, take forward specific aspects of strategic development and provide regular updates to the Committee. The Chairman further recommended that Andre Dezonie and Kelly Smith be co-opted onto the Committee to provide some additional expertise on strategic leadership and financial planning.

The Chief Executive highlighted the forthcoming "Away Day" event scheduled for 21/22 October 2010 to agree the initial draft of the Policing Plan. It was agreed that the event could be just as effectively held over one day.

Resolved:	Responsible Officer:
That	
1. the report and attached appendices be noted;	-
2. the Strategic Overview statement be formally endorsed;	-
3. a flexible approach to managing issues through e-mail or smaller meetings be taken;	-
4. Andre Dezonie and Kelly Smith be co-opted onto the Committee to provide additional expertise on strategic leadership and financial planning;	Chairman of PA
5. key dates and activities in the policing plan development process be noted.	-

21/10. SECRETARIAT BUDGET

Members received a report detailing work being undertaken by the Deputy Chief Executive to identify efficiencies in the Secretariat budget and to present proposed changes to refreshment provision at meetings and to the travel and subsistence elements of the Members' Scheme of Allowances.

The Chief Executive emphasised the importance of ensuring that there was some degree of flexibility built into the new arrangements, if circumstances dictated. Members were reminded that the Authority already published an annual report of Members expense claims on the Authority's website for public scrutiny.

Following a detailed debate, the Chief Executive undertook to discuss Member comments and suggestions with the Deputy Chief Executive so that a finalised version of the proposals could be presented to the full Authority for consideration.

<p>Resolved:</p> <p>That</p> <ol style="list-style-type: none">1. the report and attached appendix be noted;2. feedback from the Committee be used to finalise proposals for changes to refreshment provision at meetings and to the travel and subsistence elements of the Members' Scheme of Allowances.	<p>Responsible Officer:</p> <p>- CE/DCE</p>
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Chairman