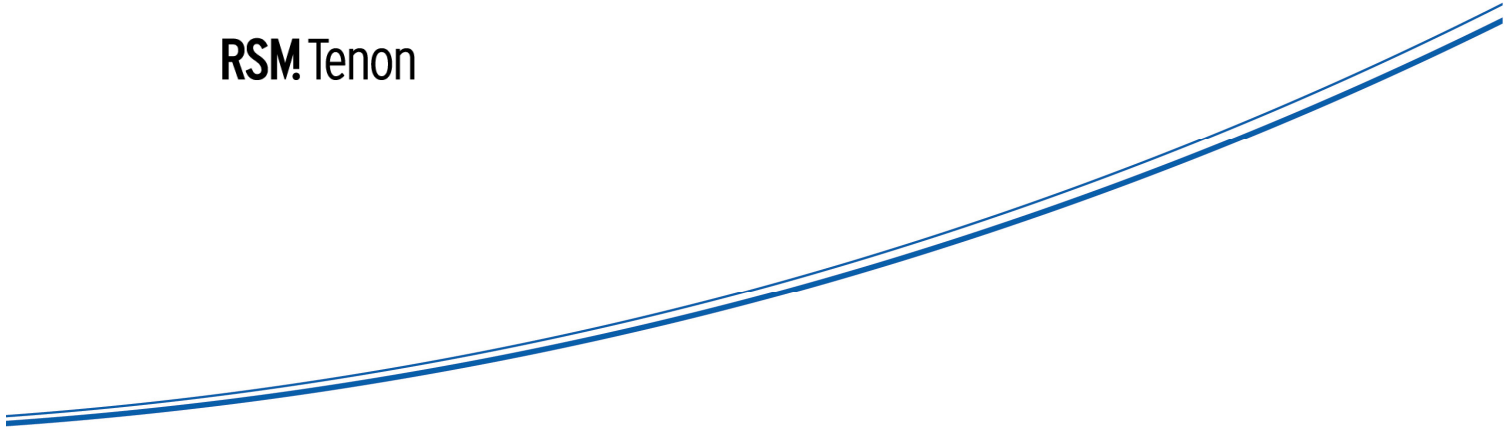


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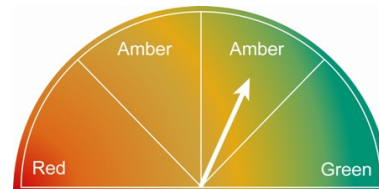


Leicestershire Police Authority

Business & Strategic Planning

Internal Audit Report (2.10/11)
10 June 2010

Overall Opinion



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Debrief meeting	6 May 2010	Auditors	Chris Harris - Director
Draft report issued	28 May 2010		Suzanne Lane - Client Manager
Responses received	10 June 2010		Linda Coppa - Senior Auditor
Final report issued	10 June 2010	Client sponsor	Robert Swinfield - Chief Executive, Police Authority Chris Smith - Treasurer, Police Authority Chris Eyre - Temporary Chief Constable
		Distribution	Chris Smith - Treasurer, Police Authority Paul Dawkins – Director of Finance

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required. Whilst every care has been taken to ensure that the information provided in this report is as accurate as possible, based on the information provided and documentation reviewed, no complete guarantee or warranty can be given with regard to the advice and information contained herein. Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

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1 EXECUTIVE SUMMARY

1.1 INTRODUCTION

An audit of Business & Strategic Planning was undertaken as part of the approved internal audit periodic plan for 2010/11.

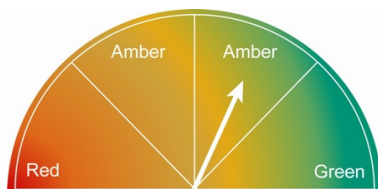
The Chief Constable prepares the strategic Policing Plan for the Police Authority to inform the public and stakeholders of the policing priorities for the next three years. The new Local Policing Plan for 2010-13 was being finalised during this review and was subject to final review of the Publication Panel at the close of the review and is due to be published shortly.

The Police Authority's arrangements linked to strategic and business planning have recently been reviewed by the HMIC and the inspection raised a number of issues around target setting, the performance monitoring scrutiny role of the Police Authority as well as issues around the communication and engagement processes linked to the strategic planning processes. The actions arising from this review have been incorporated into a Development Plan which is due to be completed by December 2010, so to address the weaknesses identified.

The audit was designed to assess the controls in place to manage the following objectives and risks:

Objective	To ensure the Strategic Policing Plan incorporate the strategic aims, priorities and Home Office requirements and consider the outcomes from consultation with the public and stakeholders in determining their priorities and aim to meet agreed targets / performance levels.
Risk	Failure to engage with the community to consult on / determine key aims and objectives, establish milestones and outcomes to effectively monitor and scrutinise delivery of the Strategic / Local Policing and other linked Priorities.

1.2 CONCLUSION



Taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

However we have identified issues that, if not addressed, increase the likelihood of the risk materialising. In addition, it is important that the actions identified within the Development Plan are implemented in line with agreed timescales to address the weaknesses identified within the HMIC report.

This assurance level has been formulated on the basis of conclusions drawn on the individual elements of design and application of controls in place:

	Red	Amber	Green
Design of control framework			X
Application of and compliance with control framework		X	
OVERALL OPINION		X	

The above conclusions feeding into the overall assurance level are based on the evidence obtained during the review. The key findings from this review are as follows:

Design of control framework

- We identified one weakness relating to the control framework. This related to the fact that a Business Plan had not been developed for 2010/11. It is important that Business Plans for 2010/11 are completed in accordance with the timelines set out in the Development Plan.

Application of and compliance with control framework

- The issues arising from this review are clearly linked to the actions set out in the Development Plan in response to the outcomes arising from the recent HMIC inspection. We have noted that a number of issues raised are already being addressed. We have noted that actions to improve the scrutiny role over performance are being addressed and the targets for 2010/11 have been agreed with a good level of input from the Police Authority.
- By ensuring these continue to be actioned in accordance with the timelines set in the plan this will provide the assurances over the effectiveness of the scrutiny role and the community communication and engagement processes in producing the strategic plans for the future.

1.3 SCOPE OF THE REVIEW

The objective of our audit was to evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion. Control activities are put in place to ensure that risks to the achievement of the organisation's objectives are managed effectively. When planning the audit, the following controls for review and limitations were agreed:

Limitations to the scope of the audit:

- The review did not include an evaluation of the strategic aims and objectives of the organisation.
- Testing was completed on a sample basis and will contribute the level of assurance for this review.
- Our work does not provide an opinion or assurance on the adequacy of the Business/Strategic Plan or the Authority's ability to achieve the Business/Strategic plans.
- Our work does not provide any guarantee against material errors, loss or fraud, or provide an absolute assurance that material error, loss, or fraud does not exist.

The approach taken for this audit was Risk-Based Audit.

1.4 RECOMMENDATIONS SUMMARY

Our recommendations address the design and application of the control framework as follows:

	Priority		
	High	Medium	Low
Design of control framework	0	2	0
Application of control framework	0	0	3
Total	0	2	3

The recommendations address the risk within the scope of the audit as set out below:

Recommendations made during this audit:

Risk	Priority		
	High	Medium	Low
Failure to engage with the community to consult on / determine key aims and objectives, establish milestones and outcomes to effectively monitor and scrutinise delivery of the Strategic / Local Policing and other linked Priorities.	0	2	3

Recommendations implemented since the previous audit in this area:

Date of previous audit: 13 July 2009			
Risk	Fundamental	Significant	Merits Attention
Number of recommendations made during previous audit	0	0	2
Number of recommendations implemented	0	0	1
Recommendations not yet fully implemented:	0	0	1

Through the work completed for this review we confirmed that one previous recommendation has been implemented relating to issuing a news item on the publication of the LPP and supporting Plans.

A previous recommendation to draw up a Communications Strategy was in progress but this is now under further review to incorporate recommendations arising from the HMIC inspection report issued in January 2010. There were also plans for the Force and Authority to consider whether to produce a joint Engagement & Consultation and Communication Strategy, but we have been advised these will now be separate Strategies. These are presently work in progress and recommendations have been left in the main report to address this.

2 ACTION PLAN

The priority of the recommendations made is as follows:

Priority	Description
High	Recommendations are prioritised to reflect our assessment of risk associated with the control weaknesses.
Medium	
Low	
Suggestion	These are not formal recommendations that impact our overall opinion, but used to highlight a suggestion or idea that management may want to consider.

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
2a	The Police Authority should ensure they produce a new Business Plan for 2011/12 in accordance with the timelines set out in the Development Plan.	Medium	Y	To be actioned in accordance with timelines set in the Development Plan	31/12/10	Mr R Swinfield, Police Authority
2b	Progress with plans to produce Force Business Plans in accordance with the timeframes outlined in the LPP.	Medium	Y	1/6/10 Update – Supt Coulton, Corporate Services – Discussed at Executive Group, 30/4/10. In light of the current Force change process production of Business Plans, at this point in time, is not realistic.	To be reviewed at Executive Group, October 2010	Corporate Services

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
5	Progress plans to draw up and action a new Community Engagement & Communications Strategy for the Police Authority taking into account the various elements which are covered within the Development Plan.	Low	Y	To be actioned in accordance with timelines set in the Development Plan	31/8/10	Mr R Swinfield – Police Authority
6	Progress plans in progress to produce and approve a new Force Communication and Engagement Strategy to reflect recommendations made by HMIC and the NPIA.	Low	Y	Agreed	31/8/10	Robert Swinfield – Police Authority
7	Progress to completion the actions linked to the performance scrutiny role of the Police Authority as outlined in the Development Plan.	Low	Y	To be actioned in accordance with timelines set in the Development Plan	30/9/10	Mr C Smith – Police Authority Treasurer

3 FINDINGS AND RECOMMENDATIONS

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
<p>Risk: Failure to engage with the community to consult on / determine key aims and objectives, establish milestones and outcomes to effectively monitor and scrutinise delivery of the Strategic / Local Policing and other linked Priorities.</p>					
1	<p>The Chief Constable prepared the Strategic Policing Plan of the Constabulary for the Police Authority for the period 2010-13. The Three Year Policing Plan is going through the final approval stages at the present time.</p> <p>The Plan sets out the policing priorities for the next three years and forms the strategic business plan of the Constabulary. It is also aligned to the objectives of the Home Office and was produced after taking account of legislation, guidance, best practice and consultation with the public and key stakeholders so to improve services for the future.</p> <p>The Plan has been reviewed and refreshed and the final version is to be published by the end of June 2010.</p>	Yes	<p>The final draft of the Three Year Policing Plan was submitted to the Police Authority meeting of 27 April 2010 and the Publication Panel are making the final adjustments now. We confirmed the new Local Policing Plan is scheduled to be published by 30th June 2010.</p> <p>The document sets out the aims, performance targets and objectives of the Force and provides information to support how they plan to meet the targets set for the Statutory Performance Indicators, those linked to the National Performance Indicators, those linked to confidence and the local objectives set by the Police Authority. Details linked to the Force structure, including financial / budget information and the Value for Money Statement are also incorporated in the new Local Policing Plan (LPP).</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
2	<p>Business Plans should be produced annually. The Police Authority Business Plan was last revised during 2009/10, a revised plan has not been developed for 2010/11.</p> <p>A new Business Plan will be drawn up and in place for the next financial year 2011/12.</p> <p>Actions arising from a recent HMIC inspection were initially fed into an Improvement Plan and more recently a Development Plan has been produced which sets out the various developments which are to be actioned by the end of</p>	No	<p>Business Plans provide the means to measure the level of achievement for the Authority and Force departments over the year and provide the key link to the strategic planning process. We reviewed the mechanisms currently in place to support the strategic planning process both at the Authority and Force.</p> <p>The Police Authority has not produced a specific Business Plan for 2010/11 due to the need to direct their key focus on addressing the issues which were highlighted in the recent HMIC Inspection. From the outcomes arising from the inspection they have drawn up a Development Plan which sets out key actions and completion dates to be met. We were advised this Plan forms the work plan for Police Authority for the current year through to December 2010, after which a Business Plan will be produced for 2011/12. This should be actioned as soon as</p>	a) The Police Authority should ensure they produce a new Business Plan for 2011/12 in accordance with the timelines set out in the Development Plan.	Medium
				b) Progress with plans to produce Force Business Plans in accordance with the timeframes outlined in the LPP.	Medium

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>December 2010 to strengthen the Police Authority's monitoring role over the Constabulary.</p> <p>The Force currently has Confidence Plans in place that are linked to performance and the Performance Development Review process for all members of staff. It is also expected that new Business Plans will be drawn up once the re-structure of the Force is completed.</p>		<p>practically possible to ensure the future plans of the Police Authority are formally set out.</p> <p>We confirmed that the Force has in place Confidence Plans and these are linked directly to the Performance Development Review (PDR) process where individuals are required to link and contribute to achievement of Force priorities. The Deputy Chief Constable (DCC) confirmed they do plan to produce specific Business Plans across the Force later in the year once the re-structure of the Force is finalised. We noted the new LPP makes reference to the availability of Force Business Plans from 30 June 2010.</p> <p>The Finance Director also confirmed that a number of Business Plans are in place for key developments including Information Technology (IT) which is set out in project plans with agreed timeframes for completion of work required. This is subject to ongoing monitoring and review to ensure the plans will be delivered on time.</p> <p>Arrangements to produce specific Business Plans should be actioned to provide further support to the strategic planning arrangements for the Force and Authority.</p>		
3	The Police Authority set out a timetable for the strategic planning process and this was initially agreed at the Police Authority meeting of 30 June 2009 to take account of some	Yes	<p>We confirmed that the timetable for the planning process was clearly mapped out and that associated meetings were held to support the strategic planning process for the Police Authority.</p> <p>At their meeting on 1 December 2009 the Police</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>gaps which had been identified in the process.</p> <p>The process included a number of Members' Discussion days and key Authority meetings leading up to the final approval process.</p> <p>The budget planning process of the Constabulary also feeds in to the Police Authority timetable and is also linked to the activities monitored via the Finance & General Purposes Committee (F&GPC).</p>		<p>Authority outlined the proposals for the themes for inclusion in the Policing Plan 2010-2013 and to provide a steer on the potential proposals for the Local Objectives for the year 2010/11. However, since that meeting the Police Authority have sought to address matters raised by HM Inspection process to ensure they provide a greater level of influence over target setting, milestones and outcomes going forward.</p> <p>Steps have been taken in the objective setting process for 2010/11 as confirmed through review of the minutes of the Performance Panel meeting which took place on 2 March 2010. This process was also observed by the National Policing Improvement Agency (NPIA) whom has been working with the Constabulary on this issue.</p> <p>The Police Authority also work with the Constabulary through the Joint Strategic Financial Planning Group (SFPG) on matters relating to the identifying future savings, identifying and monitoring efficiency and productivity gains, budgets and links to the Medium Term Planning process. The Group is chaired by the Chair of the Police Authority, and other key officers including the Treasurer and designated Members also attend and contribute to the strategic planning process, as well as the Temporary Chief Constable, the Finance Director and other key senior managers from the Force. They meet on a regular monthly basis.</p> <p>Other mechanisms are in place within the Force to cover the strategic planning process including the</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>Strategic Chief Officers Group (SCOG), the Savings Group (which supports the SFPG in progressing / facilitating plans) and provide a link back to the Authority via the Finance & General Purposes Committee on matters relating to Finance.</p> <p>We were advised that both the Treasurer of the Police Authority and the Finance Director of the Force meet on a regular weekly basis to update and discuss financial matters and through the SFPG which has also covered the 3 year Medium Term Plan. This was progressed through the F&GPC at their meeting in December 2009 in preparation for discussion and setting of the final budget for 2010/11.</p> <p>The Treasurer also confirmed that work is ongoing towards identifying the £15million savings they will need to find to address the expected funding gap in 2011/12.</p>		
4	The Police Authority is required to consult with the local community as widely as possible including hard to reach and vulnerable groups. They are also required to gauge issues of public concern and measure public opinion on confidence and service provision.	Yes	<p>We confirmed the Police Authority carried out a consultation programme during 2009 and a report was submitted to the Consultation and Communication Committee meetings in July and October 2009 to provide updates on the process, as well as an evaluation of the 2009 consultation round. They also discussed plans for the 2010 consultation process.</p> <p>The update report highlighted the outcomes and evaluated the mechanisms employed in the process to consult with the public (including hard-to-reach groups such as the disabled, youth groups, the</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>European communities, the travelling communities, gay, lesbian, bi-sexual and transgender groups) and stakeholders including Partners and the business community. The outcomes from this process have been reported and considered. The outcomes/plans arising from the process are expected to feed into the plans for community engagement for 2010.</p> <p>However, a number of issues were highlighted in the recent inspection and the resulting Development Plan includes a number of actions which will need to be incorporated into future consultation procedures.</p> <p>We also understand that the Police Authority have recently started to use the Force Questionnaire to gain feedback from the public and the data is collected and input using a unique reference number to identify them to the Police Authority.</p> <p>The Mobile Data Terminals (MDT) are used by the Force to gain feedback for their use to help to ensure resources are directed according to needs in the various neighbourhoods. This has proved very successful for the Force in directing resources where and when they are needed and the data outputs have recently been made available to the Police Authority.</p> <p>The Treasurer is presently working to review and consider potential options for collecting feedback. This work is ongoing at the present time and decisions are due to be made over the next few weeks on the arrangements to be put in place for the 2010 consultation process and a new Community</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>Engagement Strategy will be drawn up based on their decisions.</p> <p>This should be progressed in line with the timelines set out in the Development Plan. (This is linked to the recommendation left at Paragraph 5.)</p>		
5	<p>During 2009-10 the Police Authority and Constabulary produced a joint Community Engagement and Consultation Strategy 2010-13 which was submitted to the Consultation and Communication Committee meeting of 21 January 2010.</p> <p>However, since that time we were advised that consultation and communication issues have been subject to review and a number of actions are now included in the Police Authority Development Plan which are now being progressed to improve the consultation arrangements for the future. Some of these are set out below:</p> <ul style="list-style-type: none"> To agree the Consultation Programme for 2010/11 To develop a new 	Yes	<p>Through review of the Development Plan we have confirmed that the issues arising from the inspection process have been included and responsibility assigned to a designated person at the Police Authority, together with timescales for completion.</p> <p>Arrangements for monitoring completion against the Development Plan are assigned to the Finance & General Purposes Committee.</p> <p>We were advised the Police Authority now plan to produce a new Strategy separately from the Force and this action is included in the Development Plan and should be processed to implementation in line with the timescales set out.</p> <p>Ensuring the Strategy clearly sets out the plans for consultation and engagement helps to improve the level of transparency of the organisation and provides the opportunity for the public and stakeholders to engage and contribute to and influence future plans and developments.</p>	Progress plans to draw up and action a new Community Engagement & Communications Strategy for the Police Authority taking into account the various elements set out in the Development Plan.	Low

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>Engagement Strategy 2010-13 (to cover diverse communities and most vulnerable groups)</p> <ul style="list-style-type: none"> • Improve use of available data to better understand the impact on local policing on local communities • Greater consistency in the Police Authority's influence at Crime & Disorder Reduction Partnerships (CDRP) • Effective working with Local Strategic Partnerships, businesses and voluntary organisations. 				
6	<p>There was previously in place a Force Communication Strategy, but they are now in the process of producing an improved Communication and Community Engagement Strategy for the future, designed to incorporate recommendations recently made by HMIC and improvements suggested by the NPIA.</p> <p>The Force has been working to</p>	Yes	<p>In our previous review we confirmed that although the Force did have an existing Communication Strategy both the Force and Police Authority were to consider whether to produce a joint Communication and Engagement Strategy. The previous post holder assigned responsibility for completing this has since left the Force and this task is now being progressed by other management roles within Corporate Communications.</p> <p>The Force has recently undertaken a review of the communications processes in place to take account</p>	<p>Progress plans in progress to produce and approve a new Force Communication and Engagement Strategy to reflect recommendations made by HMIC and the NPIA.</p>	Low

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	produce a new Communications and Engagement Strategy. After initial consultation they are now in the process of progressing plans to take this forward to completion and implementation.		<p>of HMIC and NPIA recommendations which have been made to ensure the various stakeholders are involved in these plans and processes. This will result in a new Force Communication and Engagement Strategy which is to be supported by the Chief Officers Group to ensure the organisation becomes more pro-active in communicating with the public and stakeholders alike.</p> <p>The Force is considering a new approach taking account of threats, harm and risk as well as the links to all stakeholders including the Councils, local neighbourhoods, BCU's and departments down to the frontline services and communications with the Police Authority.</p> <p>Plans include the need to develop internal and external stakeholder engagement and positively influence public confidence. We understand the new Force Communication and Engagement Strategy is expected to be progressed for discussion and approval over the next few weeks and communicated accordingly.</p> <p>It is important that the Force clearly sets out the required mechanisms for communicating both internally and externally so the correct procedures are followed to reduce the risk of non-compliance.</p>		
7	The various targets and Local Objectives for 2010/11 have been agreed and are detailed in the new Three Year Policing	Yes	The Home Office judges the Force as a single measure on 'confidence'. However, the full suite of indicators initially established in 2008/09 are being carried forward to 2010/11 and the data will continue to be collected through the performance team and	Progress to completion the actions linked to the performance scrutiny role of the Police Authority as outlined in the	Low

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>Plan 2010-13.</p> <p>These were agreed after various meetings in Force and by the Police Authority and are linked to the Home Office / National Indicators, in addition to considering responses from consultation with the public and stakeholders in setting additional local objectives.</p> <p>These are set by the Police Authority and subject to monitoring the Force Performance Delivery Group and the Performance Panel of the Police Authority.</p>		<p>reported to the Home Office and will link to the Police Report Card. We confirmed the list of various performance indicators, objectives and targets are set out in the new Local Policing Plan 2010-13. The Plan also sets out the local objectives set by the Police Authority. The initial process to develop proposals for targets for each Statutory Performance Indicators (SPI) was undertaken by Corporate Development staff and individual Chief Officers for each of the performance indicators as relevant to their role and responsibilities. An example of the process for priority setting was provided for the City (CN Local Policing Unit LPU) where the data collected from the consultation and mobile terminals have been collected and fed into the survey terminal and analysed to inform the priorities. The final proposals from the Force were passed to the Performance Panel of the Police Authority.</p> <p>Through discussion with the Chair of the Performance Panel we were advised that at the meeting of 2 March 2010 they explored the list of targets to gain a better understanding of the details and identify differences, prior to considering and producing new stretch targets, ensuring the Police Authority were actively involved in target setting this year (in response to recommendations arising from the recent inspection process). This meeting was observed by the NPIA with aspects of performance management and this process was commented upon favourably, as mentioned in the minutes of the meeting.</p> <p>The proposals and local policing objectives were</p>	Development Plan.	

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>discussed and aspirations to improve performance against other most similar forces (MSF) were considered and the final targets were agreed by the F&GPC meeting on 23 March 2010 as confirmed by review of the Minutes. The Chair of the Panel confirmed that targets and performance levels will be closely monitored via the Performance Delivery Group in Force which he attends and via the Police Authority Performance Panel which will now be setting the Agenda for the meetings.</p> <p>They also plan to ensure there is more substance to the meetings, with regular updates, to identify what is being done and to focus on key areas of performance and outcomes and are to make decisions at the next Performance Panel meeting on how this will taken forward for 2010/11.</p> <p>Implementation of the improvements left in the inspection report will provide greater assurance that they operate an effective scrutiny role over the Force's performance to reduce the risk of failure in meeting the targets set.</p>		
8	For the budget preparations for 2010 the Force provided a briefing note to department's with guidance and background to the 3 year forecast and the approach for the forthcoming year to help them prepare the budgets for the 2010/11 round. Any requests for additional budgets were to be supported by	Yes	We overviewed the process outlined for budget setting by the Finance Director and confirmed the process to set the budgets and links back to the LPP. We also confirmed the LPP sets out the links to finance and the impact on the establishment numbers for 2010/11, as well as outlining the background to the budget for the current year. The SFPG members were also closely involved, in the process prior to setting the budget for 2010/11.		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>the benefits and links to the 3 year strategy plan and local policing plan.</p> <p>Applications were submitted discussed with management in departments and with the Finance Team. These were subject to detailed review via the Senior Finance Team including the Finance Director. Checks included those linked to the payroll and HR systems to confirm the established posts and central budgets in the process to produce the final budget figures for each department.</p> <p>The Finance Director and the Senior Finance Team reviewed the submissions and the final budget applications were submitted and discussed through Chief Officers Group COG and the SFPG and then forwarded to the FGPC through to final approval of the Police Authority for consideration and approval.</p> <p>The LPP outlines the links between the budget set for 2010</p>		<p>(Other key links are covered in Para. 1.3).</p> <p>The new LPP also highlights that they may need to find an extra £15million by April 2011 and the need to implement and deliver organisational changes has been identified and a team has been set up to meet this challenge.</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	and the LPP.				
9	<p>The risks associated with the budget linked to strategic planning have been identified in the Force and Police Authority Risk Registers and existing controls identified to mitigate the risk as far as possible.</p> <p>The risks are subject to ongoing monitoring, review and update on a regular basis through the Strategic Organisational Risk Board.</p>	Yes	<p>By review of the Risk Registers of both the Force and the Police Authority we confirmed the risks associated with the budget for future years have been identified this included the need to find £15m by April 2011.</p> <p>The Force has identified this as a Strategic Risk with an overall risk score of 16 which is deemed as a high risk. They have taken action to mitigate the risk and a Savings Team has been established to balance the force structure and expenditure to match the expected reduction in funding.</p> <p>Other existing controls have been identified, including the input of the Strategic Financial Planning Group in identifying savings and these are mapped out in the Risk Register.</p> <p>We confirmed by review of the Risk Register this risk is subject to ongoing monitoring and review and reporting through the Strategic Organisational Risk Board as confirmed for 15 January and 22 April 2010.</p> <p>Similarly the Police Authority has identified associated risks for the funding gap and they are working with the Force through the SFPG and Savings Team to identify savings from 2011/12 onwards. They monitor and update their Risk Register on a monthly basis.</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
10	<p>The Police Authority was subject to inspection by the HMIC and the report on the outcomes was reported to the Police Authority at the meeting of 26 January 2010.</p> <p>An initial Improvement Plan was drawn up to respond to the issues arising. This has since been superseded and a Development Plan has been produced to address the issues and the detailed elements have been set out.</p> <p>Four Reference Groups have been established and the timetable set reflects the priorities to be addressed and interdependencies within the programme. The Treasurer has been assigned to manage the project through to completion.</p> <p>Each of the Actions has been assigned and timelines set and this is to be updated and reported upon to the F&GPC through to expected completion by the end of December 2010.</p>	Yes	<p>We confirmed the Development Plan has been drawn up and associated responsibilities and timelines have been determined towards completion of Plan.</p> <p>The F&GPC meeting of 23 March 2010 received an update on progress on the Development Plan to date and it was reported that the plans to ensure the Authority's fingerprint was visible on the end product for the LPP.</p> <p>We confirmed this has been progressed as reported at the Performance Panel meeting on 2 March 2010.</p> <p>The Development Plan was also discussed at the Police Authority meeting of 27 April 2010. At this meeting they received an update on progress to date.</p> <p>The Chair of the Performance Panel confirmed that he now attends the PDG meetings in Force and has the opportunity to contribute to the meetings. We understand that the format and coverage at PDG meetings will change and will focus on daily and weekly intelligence and that more focus on neighbourhoods has been a key focus. In one such example he mentioned that the Force had achieved a high level of success when they targeted resources to deal with increased levels of burglaries in a particular area of the County.</p> <p>He also has meetings with the DCC on Performance prior to the Performance Panel meetings, which</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>provides the opportunity to discuss matters in greater detail to understand key issues in preparing for the meetings.</p> <p>The Chair of the Performance Panel also advised these processes have proved contributed to provide solid discussion, and is more constructive and effective than in the past and they do have the backing of the Temporary Chief Constable. They also intend to focus more on areas of poor performance and will also look more closely on the Most Similar Groups (MSG) outcomes to compare how well the Force is performing nationally.</p> <p>In setting the targets for the 2010 LPP the Performance Panel examined the crime targets very closely with the DCC and other key performance personnel (overseen by the NPIA) prior to agreement of the stretch targets for 2010/11. He also mentioned that the Agenda for the Performance Panel will now be set by the Authority and based on outcomes, with a focus on key areas of concern so to call the Force to account.</p> <p>From the coverage above we confirmed that progress is being made to implement the recommendations linked to performance raised through the HMIC inspection process.</p> <p>With the continued monitoring and reporting process clearly established the Police Authority will receive updates on progress towards completion of the actions set out in the Development Plan which is</p>		

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			scheduled for December 2010.		