



Value for Money Plan 2014/15

1. Background

- 1.1 The Police and Crime Commissioner and the Chief Constable both have a statutory duty to make the best use of the resources available to them. The majority of the income for police and crime services comes from local and national taxpayers. The PCC and Chief Constable need to be able to demonstrate - to Lincolnshire people and to central government - that they are using the funding received to the best possible effect.
- 1.2 Central government grants provide over half the service's income. The grant which Lincolnshire receives is well below the national average: in fact, Lincolnshire's grant per head is one of the lowest in England. With a much lower level of resources, it is not possible to provide a police service in Lincolnshire which is much better than the service provided by other forces. However, by delivering good value for money, services can be provided which are as good as those provided elsewhere in the country.
- 1.3 Lincolnshire's performance has improved over recent years and, in general, compares well with other areas.
- 1.4 Lincolnshire Police, like most other public bodies, has to make substantial savings. Income from government grants has been reduced by 18% in the four years to 2014/15. Further reductions are planned for 2015/16 and grant reductions may continue in future years. The council tax for police services will be set locally but within a limit set by central government and the scope for increases in council tax is limited.
- 1.5 Lincolnshire police services therefore have to be managed with reducing resources. The total budget available in 2014/15 will be 2% less than the previous year and further reductions are likely in the following years.

Current performance

- 1.6 A summary of Lincolnshire's performance compared with other areas of England and Wales is shown in the table below. This is taken from nationally published statistics including HM Inspectorate of Constabulary's (HMIC) value for money profiles and HMIC Crime and Policing Comparators.

PERFORMANCE OR COST INDICATOR	LINCS	AVERAGE	LINCS DIFFERENCE	LINCS LEAGUE POSITION OUT OF 41 AREAS
Crime per 1,000 population (12 months to June 2013)	51.10	61.22	17% better than average	14 th lowest
Anti-social behaviour incidents per 1,000 population (12 months to March 2013)	25.42	48.23	47% better than average	Lowest
Crimes solved % (12 months to March 2013)	26.79	26.99	1% worse than average	23rd highest
Victim satisfaction % (12	83.49	85.03	2% worse than	34th highest

months to June 2013)			average	
Expenditure per head of population (2013/14)	£157.5	£187.8	16% lower than average	Lowest

2. Financial Strategy

2.1 The Commissioner's Financial Strategy requires Value for Money to be a key consideration in decision making. This includes:

- having robust business plans linking policing plans with the budgets available;
- applying a rigorous business case test for all major projects involving new revenue or capital spending. All business cases will include the Chief Finance Officer's comments on financial implications, compliance, risk and value for money;
- reviewing all areas of spending periodically through a planned programme of value for money reviews.

2.2 Services will be delivered in partnership with other bodies where this provides better value for money including better services and/or lower costs. This may include:

- working jointly with partners particularly other police bodies in the region;
- commissioning services from other bodies;
- contracting out services to private sector providers

3. Priorities for 2014/15

3.1 The main emphasis of work in 2014/15 will be on:

- **Delivering planned savings for 2014/15.** Planned savings of £17.5million per annum have been delivered successfully over the last three years. There have been substantial savings from introducing a new operational structure in order to maintain police services with fewer police officers, and establishing a strategic partnership arrangement. The budget for 2014/15 identifies a further £2.5m of savings which will require close monitoring and management through the year.
- Securing the transformational improvement being delivered through the **strategic partner arrangement** with G4S who now provide the majority of back office, control room and some criminal justice services. A key part of the partnership agreement is that, in addition to providing financial savings, G4S will improve services significantly by transforming the way they are delivered.
- Developing and implementing the **Police Transformation Programme**. This is a major programme of work. Details of the programme were reported to the Planning and Strategy meeting on 19 December. This detailed the Force arrangements for management of the Programme, the reporting mechanisms to Planning and Strategy and Resource Governance meetings, together with Programme Review milestones.

- 3.2 Funding is available within the budget to assist this programme and robust business cases will be needed to justify the release of this funding. Ensuring that promised benefits are realised in practice will also be a key feature of the programme.

4. Management and performance

- 4.1 Delivery of the Value for Money Plan is overseen by a Transformation Board and progress is reported regularly to the Chief Constable and the Police and Crime Commissioner.
- 4.2 The Board maintains an oversight of all work impacting on value for money and ensures that it is coordinated.
- 4.3 Independent assessments of the delivery of value for money are also provided by the external auditor and by HM Inspectorate of Constabulary.