

## PFCC Decision Report

**Please ensure all sections below are completed**

<b>Report reference number:</b> 080-21
<b>Classification</b> (e.g. Not protectively marked/restricted): <b>Not Protectively Marked</b>
<b>Title of report:</b> CIPFA – Achieving Finance Excellence in Policing II
<b>Area of county / stakeholders affected:</b> Force wide for areas who have some level of responsibility for financial management of budgets.
<b>Report by:</b> Richard Jones, Head of Business Partnering & Management Accounting <b>Date of report:</b> 19 <sup>th</sup> May 2021 <b>Enquiries to:</b> Debbie Martin, Chief Finance Officer of the Chief Constable / Richard Jones, Head of Business Partnering & Management Accounting

### 1. Purpose of the report

To seek agreement to participate in Achieving Finance Excellence in Policing II (AFEP II), at a cost of £20k in 2021/22 and £20k in 2022/23.

### 2. Recommendations

To agree to participate in the programme and for the cost to be shared between Essex Police and the PFCC as per Achieving Finance Excellence in Policing I (AFEP I) in 2019/20 and 2020/21 (50:50).

### 3. Benefits of the proposal

Policing in England and Wales is a £14 billion 'business' and must strive to achieve the highest standards of financial excellence. This is particularly critical at a time of financial challenge, with the associated levels of scrutiny and challenge being experienced at both local and national levels

It is as much about delivering an organisation’s strategic objectives, as managing its money. It is the basis of accountability to stakeholders for the stewardship and use of resources

AFEP will be delivered through a comprehensive and continually developing programme that supports Forces – both individually and collectively – to deliver the best possible financial management within the public sector

Partnering with CIPFA allows us to both compare and learn from others, as part of our continuous improvement

Building on AFEP I, AFEP II continues under the three themes of People, Data Analytics and Financial Management.



[cipfa.org](http://cipfa.org)



People	Data and Analysis	Financial Management
<b>CFO Strategic Level</b>	<b>Data Analytics platform</b>	<b>Police Networks</b>
Half day facilitated roundtable sessions	AFEP I Data dashboard refresh	Police and Fire Network and FAN Network places
<b>Future Leaders Development Programme</b>	<b>AFEP II platform data</b>	<b>CFO Retreat and peer support</b>
FLA graduates move to next stage development	5 new unique data exercises will be created	Virtual and physical delivery options
<b>Future leaders academy</b>	<b>AFEP Resource Hub development</b>	<b>Set bundle of 5 days consultancy</b>
Next tranche of future leaders join the FLA	Articles, sector news, event schedule, AFEP links	FM/ asset management / data analysis advisory
<b>35 CPD event places per year</b>	<b>Data and information resources</b>	
Flexible learning for finance and non-finance community	CIPFAstats+ TIS Online Publications access	



Within People Development there will be three strands of work. The CFO Strategic level incorporates seven facilitated round table workshops which are: -

- 1) Commercial strategies & influencing/communication
- 2) Finance operating models & decision making
- 3) Managing stakeholders and governance
- 4) Deploying and resourcing the Policing Plan (CFOs and DCCs)
- 5) Technical and specialist Q & A session
- 6) FBP workshop for force CFOs and DCCs
- 7) Bluelight Commercial and CIPFA Commerciality

The second strand is Future Leaders. This takes the future leaders from AFEP 1 and offers a further five days development programme and it also offers 6 days leadership development for aspiring future leaders.

The third strand is CPD events, offering 35 places per year. This includes budget holder training for non-finance managers, commercial strategy (pre and post business relationships), developing business cases and managing small project workshops for the finance team, police operational decision makers and commercial staff involved in developing partnerships and procurements.

The Data Analytics Stream is set out in the infographic below.

Data Analytics													
AFEP dashboards plus CIPFA Stats+ TIS, Publications													
AFEP I dashboards	<p>The 12 AFEP I data dashboards will require updates as we work our way through AFEP II during 2021 – 2023.</p> <p>Accessible only by AFEP members with a current subscription following MyCIPFA login - <a href="https://www.cipfa.org/mycipfa">https://www.cipfa.org/mycipfa</a> then paste into the browser <a href="https://analytics.cipfa.org/subscriptions">https://analytics.cipfa.org/subscriptions</a></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>1) Prevention and Deterrence</td> <td>7) Mental Health</td> </tr> <tr> <td>2) Business Enablers</td> <td>8) Custody</td> </tr> <tr> <td>3) Capital Expenditure</td> <td>9) Cyber Crime</td> </tr> <tr> <td>4) Central Communications Unit</td> <td>10) Investigative Support</td> </tr> <tr> <td>5) ICT</td> <td>11) Front Desk</td> </tr> <tr> <td>6) Training</td> <td>12) Professional Standards</td> </tr> </table>	1) Prevention and Deterrence	7) Mental Health	2) Business Enablers	8) Custody	3) Capital Expenditure	9) Cyber Crime	4) Central Communications Unit	10) Investigative Support	5) ICT	11) Front Desk	6) Training	12) Professional Standards
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AFEP II  Create 5 new dashboards in line with POA topics	<p>Beyond the current AFEP 12 data exercises</p> <p>Police Objective Analysis data is sourced and managed by CIPFA. HMICFRS sponsor CIPFA to disseminate questionnaires and collate responses from ALL UK forces. CIPFA then create POA using this granular data. This data is further structured and organised to build AFEP data dashboards. Occasionally topics require the need for further data gathering from forces, or through other channels.</p>												
AFEP Resource Hub	<p>Access to all sub-group minutes, information, articles, police and fire network links and event details. MyCIPFA login - <a href="https://www.cipfa.org/mycipfa">https://www.cipfa.org/mycipfa</a> then paste into the browser <a href="https://community.cipfa.org/police">https://community.cipfa.org/police</a></p>												
TIS / Publications <del>CIPFAstats+</del>	<p>Access all Publications which includes Code of Practice &amp; guidance notes   FM Code and all back-catalogue publications</p> <p>TIS Blue Light stream access</p> <p><del>CIPFAstats+</del> Blue light (POA, Actuals and Estimates plus General Finance.)</p>												

The Financial Management Stream includes the Police and Fire Network subscription, a CFO retreat and consultancy which is 5 days per force which can be used to implement actions and improvement plans arising from the Financial Management Capability Reviews (FMCR) or develop specific projects.

#### 4. Background and proposal

The AFEP I programme was delivered through a comprehensive and continually developing programme that supports Forces and PCC's – both individually and collectively – to deliver the best possible financial management within the police sector. It provided a platform for Forces and PCC's to compare and learn from others as part of a continuous improvement journey.

The programme standardised and implemented a sector approach to financial management including overseeing the development of a national FMCR national report, calved a people development journey through the senior leadership academies, offered a sponsored talent progression opportunity for candidates to study for a level 7 scholarship, built and managed the development of unique online data analytics exercises.

Over 80% of forces subscribed to AFEP I. In addition to CIPFA Police and Fire Network places, CIPFA also offered free professional qualified scholarship places, asset management health checks and free subscription to Policing Insights.

The national FMCR report concluded that there was a positive direction of travel and identified strengths: -

- A firm handle on overall financial position
- In place MTFs that identify potential resource shortfalls
- Strong risk management and internal control arrangement
- Steps being taken to increase profile of finance as an essential part of corporate decision-making
- Growing maturity in the approach to achieving value for money, not just focusing on containing cost.

It also a notable number of forces were particularly weak in the People dimension which showed:-

- Often ineffective, inefficient use of FBP roles.
- Insufficient clarity among non-finance senior team members regarding finance function responsibilities and deliverables.
- Commerciality skills gaps and the approach to collaborative partnerships were identified as areas that could benefit from insight and a standardised approach.
- The relationship between budget holders and the finance team often lacked synergy.

The Essex Police FMCR report was presented to COG on 8th December and has subsequently been agreed with the PFCC. A progress report on the FMCR action plan will be presented to COG on 16th June and then to Performance & Resources Board on 29th June.

## **5. Alternative options considered and rejected**

CIPFA are the public finance accountancy body therefore only CIPFA can provide this service. A Single Tender Action has been prepared and submitted for approval.

## **6. Police and Crime Plan**

AFEP II will promote and enhance effective financial management and use of resources across the force to deliver the objectives which are detailed within the Police and Crime Plan.

## **7. Police operational implications**

AFEP II includes CPD events which include budget holder training for non-finance managers, commercial strategy (pre and post business relationships), developing business cases and managing small project workshops for the finance team, police operational decision makers and commercial staff involved in developing partnerships and procurements.

**8. Financial implications**

There is a cost to the force and the PFCC of £10k per annum each for two years which could be funded from the Grants and Professional Fees budget. The previous two years costs were £20k each per annum and were funded from the respective Grants and Professional Fees Budget for the force and the PFCC.

**9. Legal implications**

A Single Tender Action and associated contract agreement has been progressed as an extension to the work performed in relation to AFEP I.

**10. Staffing implications**

The AFEP programme provides a platform for Continuing Professional Development for those who have responsibility for managing budgets and observing financial governance.

**11. Equality and Diversity implications**

No Equality and Diversity implications applicable.

**12. Risks**

Development of themes resulting from AFEP I would be impacted through non-participation in the AFEP II programme.

**13. Governance Boards**

N/A

**14. Background papers**

N/A

**Report Approval**

The report will be signed off by the OPFCC Chief Executive and Treasurer prior to review and sign off by the PFCC / DPFCC.

Chief Executive / M.O.

Sign: .....  .....

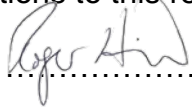
Print: ..Darren Horsman - Deputy MO...

Date: .....21.6.2021.....



**Decision and Final Sign Off**

I agree the recommendations to this report:

**Sign:**  .....

**Print:** ROGER HIRST

**PFCC**

**Date signed:** 29 June 2021

I do not agree the recommendations to this report because:

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.....  
.....

**Sign:** .....

**Print:** .....

**PFCC/Deputy PFCC**

**Date signed:** .....