

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Committee Room VI, Civic Office, Euclid St, Swindon SN1 2JH
Date: Thursday 15 January 2015
Time: **10.30 am**

Please direct any enquiries on this Agenda to Henry Powell, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718052 or email henry.powell@wiltshire.gov.uk

Membership:

Clr Abdul Amin, Swindon Borough Council
Clr Glenis Ansell, Wiltshire Council
Clr Andrew Bennett, Swindon Borough Council
Clr Richard Britton, Wiltshire Council
Clr Trevor Carbin, Wiltshire Council
Clr Chris Caswill, Wiltshire Council
Clr Oliver Donachie, Swindon Borough Council
Chris Henwood, Co-Opted Independent Member
Clr Charles Howard, Wiltshire Council
Clr Peter Hutton, Wiltshire Council
Clr Julian Johnson, Wiltshire Council
Amanda Newbery, Co-Opted Independent Member
Clr Steve Wakefield, Swindon Borough Council

Substitutes:

Clr Chuck Berry, Wiltshire Council
Clr Alan Bishop, Swindon Borough Council
Clr Ernie Clark, Wiltshire Council
Clr Brian Dalton, Wiltshire Council
Clr Sue Evans, Wiltshire Council
Clr Nick Fogg MBE, Wiltshire Council



CLlr Dr Helena McKeown, Wiltshire Council
CLlr Jeff Osborn, Wiltshire Council
CLlr Linda Packard, Wiltshire Council
CLlr Maureen Penny, Swindon Borough Council
CLlr Jim Robbins, Swindon Borough Council
CLlr Ian Thorn, Wiltshire Council
CLlr Anthony Trotman, Wiltshire Council

AGENDA

Part I

Items to be considered when the meeting is open to the public

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 1 - 6*)

To confirm the minutes of the meeting held on the 19th November 2014.

3 **Declarations of interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

If you wish to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Speakers are permitted to speak for up to 3 minutes on any agenda item. Please contact the officer named on the first page of the agenda for any further clarification.

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 9th January 2015.

Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

6 **PCC Diary report** *(Pages 7 - 16)*

Angus Macpherson to present the PCC Diary report.

7 **Budget Options and Medium Term Financial Strategy** *(Pages 17 - 48)*

Report by Angus Macpherson, Police and Crime Commissioner.

The report attached provides the Panel with information on the draft budget and precept being considered.

8 **Task Group update** *(Pages 49 - 74)*

A report is attached providing an update on PCP task group activity and proposing decisions requiring PCP approval. The report includes updates on:

- Volunteers and Special Constables Task Group – review of progress
- Licensing Task Group – final report
- Police Performance Review Working Group – proposed terms of reference
- Regional Collaborations Task Group – proposed terms of reference

9 **Forward Work Plan** *(Pages 75 - 76)*

To note the forward work plan.

10 **Future meeting dates**

To note the future meeting dates below:

- Thursday 5 February 2015 – 10.30 am start – County Hall, Trowbridge
- Thursday 5 March 2015 – 2:30pm start – Monkton Park Offices, Chippenham
- Thursday 18 June 2015 – 2:30pm start – Corn Exchange, Devizes
- Thursday 3 September 2015 – 10.30 am start – City Hall, Salisbury
- Wednesday 2 December 2015 – 10.30 am start – Swindon Borough Council Offices

Part II

Item(s) during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

None

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WILTSHIRE POLICE AND CRIME PANEL

**DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING
HELD ON 19 NOVEMBER 2014 AT COMMITTEE ROOM VI, CIVIC OFFICE,
EUCLID ST, SWINDON SN1 2JH.**

Present:

*Cllr Abdul Amin, Cllr Glenis Ansell, Cllr Richard Britton (Chairman),
Cllr Trevor Carbin, Cllr Chris Caswill, Cllr Oliver Donachie, Fielding, Chris Henwood,
Cllr Charles Howard, Cllr Peter Hutton, Cllr Julian Johnson, Kilgallen, Kyte,
Angus Macpherson, Powell and Cllr Steve Wakefield*

Also Present:

*Angus MacPherson (Police & Crime Commissioner), Kieran Kilgallen (OPCC), Prof
Allan Johns (OPCC), Chris McMullen (OPCC), Sarah Kyte (OPCC), Henry Powell
(Wiltshire Council), Kevin Fielding (Wiltshire Council) and Emily Higson (Wiltshire
Council)*

56 Apologies for Absence

Apologies were received from Cllr Andrew Bennett – Swindon Borough Council
and Cindy Creasy – Co-Opted Independent Member.

57 Minutes and matters arising

Decision:

**The minutes of the meeting held on the 4th September 2014 were agreed
as a correct record and signed by the Chairman.**

58 Declarations of interest

There were no declarations of interest.

59 **Chairman's Announcements**

There were none.

60 **Public Participation**

There were no issues raised under public participation.

61 **PCC Diary Report**

The PCC Diary report which set out a summary of commitments the Commissioner had undertaken since the last Police and Crime Panel meeting on the 4th September 2014 was presented to the Panel.

The Commissioner advised that:

- Community Messaging - Now live in the Malmesbury, Pewsey, Swindon West and Warminster community areas.
Swindon BC members indicated their support of Swindon BC using the system.
Members were encouraged to hear that the system fits into the Neighbourhood Watch Scheme.
- Vision Statement - The region's five PCCs (representing Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Wiltshire) had been pulling together a vision statement for collaborative working across the South West.
- [Police efficiency, effectiveness and legitimacy \(PEEL\)](#) inspection - There was positive initial verbal feedback, but no judgements at this stage. The national report would be out in October.
- Crime and Communications Centre - The chairman of the Police and Crime Panel, Cllr Richard Britton had visited the new Crime and Communications Centre which was opened in September.
- Lost Property - Funds arising from the Police (Property) Act 1897, by which certain proceeds of lost property sold by the police are distributed to charity, are now distributed on my behalf by the [Wiltshire Community Foundation](#). Since the arrangement began 52 grants have been made, totalling £ 145,000.
- Road Traffic Fatalities – Seventeen fatal incidents had happened in the year to date. Alcohol was not a primary cause, whilst speed did feature as a factor in many.

- Cyber crime – The Commissioner believes that his office should have a role in encouraging education on this issue. It seemed that there are at least three distinct groups who needed to receive information: young people in school and further education; those of working age and those who have retired. He wished to see a plan to educate each group.
- The Strategic Improvement Board - At the highest level, crime continues to fall with 910 fewer crimes or a 5.3 per cent reduction in the year to date with an 88.3 per cent overall victim satisfaction level in the service provided by Wiltshire Police. Perhaps that should be expressed as 910 fewer victims? Anti-social behaviour (ASB) has fallen by 10.6 per cent in the year to the end of September. The falling trend in crime is in line with our peers and similar forces.

Resolved:

The Panel noted the PCC's diary report.

62 Report on the Commissioner's 10 Strategic Priorities

The Panel had requested at the meeting on Tuesday 26th August 2014, that they would like to see greater alignment between the PCC's priorities and the PCP's forward work programme.

The Panel requested that the OPPC identify the top four priorities from the Commissioner's immediate work plan and provide a very brief synopsis on the work involved in each.

The top four were:

- The strategic integration with Wiltshire Council and Swindon Borough Council.
Noted.
- Regional Vision for Collaboration
The Panel requested that a simple breakdown of Wiltshire Police regional collaborations be provided by the OPPC.
- The Performance Culture Review
The Panel expressed some concern about the removal of targets and the resultant problems of monitoring progress. The Panel looked forward to continuing to work with the OPCC's Performance Analyst to produce a new reporting system to replace the current Scorecard.
- Systems Thinking Review of Service Delivery.
Noted.

63 Quarterly data (Q2) - Risk / Performance / Finance / Complaints

The Quarterly data (Q2) report was presented to the Panel by the Commissioner.

PCC Priority Scorecard 2014/15

Cllr Caswill noted that the overall performance was again rated as only Fair, the third of four rating options. He also noted that it was being argued that this was not meaningful, as it was only the aggregation of formulaic scores, but that there was no alternative assessment offered by the Commissioner. He asked that his concern be recorded, along with his view that if the Panel and Commissioner believe the Fair grading is not a relevant judgement, there should be some other way of indicating the Commissioner's assessment of his and the Force's performance.

a. The score has been consistent, and arrived at using the criteria which was set by the Panel.

Reducing Crime and Anti-Social Behaviour (ASB)

The Panel voiced concerns that "Volunteering numbers taking part in various watch schemes" had remained a red flag.

a. Volunteers were coming on board, Police Cadet numbers were increasing across Wiltshire.

q. Are you happy with the hours contributed by Special Constables?

a. Would like to see more people becoming Specials and not just using as a stepping stone to become a regular Officer.

The Panel requested that a follow up report on Special Constables was brought to a future meeting.

Percentage of people who think that ASB is an issue in their area - *It is positive to see the perception that ASB is a local problem has reduced compared to previous surveys. This ties in with the volume of ASB incidents reducing as mentioned previously in this report.*

The Panel felt that the sample size must be meaningful to be of any relevance.

Dangerous Drug Networks (DDNs) - *At the end of quarter two, there were 15 active DDNs on the network; this was a reduction from 20 which appeared over the last few months. There are three networks considered high risk, with three of the low or medium risk networks being no longer active due to successful arrests and disruption by the Dedicated Crime Team.*

The Panel requested that the OPPC provide more information and statistics on the Dedicated Crime Team and its work.

Putting victims and witnesses first:

I commission a survey of victims of crime (based on Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.

q. Who does the Commissioner commission to run the survey?

a. *The survey is carried out by a third party.*

Driving up the standards of customer service

q. Does it really take 10 days to record a complaint?

a. *As an average, some complaints are dealt with within a shorter time scale.*

The Northumbria process could speed up the complaints process.

Resolved:

The Panel noted the report.

64 **Review of Restorative Justice**

The Panel noted the report which provided The Police and Crime Panel with an update regarding Restorative Justice, the development of Neighbourhood Justice Panels (NJPs) and the commissioning of RJ services by the PCC.

The Panel raised concerns about the poor take up of the Restorative Justice process and felt that PCSOs could perhaps be given increased powers to do more in resolving crime in their own localities. The Commissioner advised that he would be discussing PCSO powers with the Chief Constable and would report back to the Panel how this meeting went.

Resolved:

The Panel noted the report.

65 **Complaints and Conduct Matters for the period 1 May to 31 October 2014**

The Panel noted the report in respect of the number of complaints and conduct matters that have been brought to the attention of a relevant office holder (the Police and Crime Commissioner or his Deputy) by the Police and Crime Panel, which had been received by the Monitoring Officer of Wiltshire Council for the period 1 May 2014 to 31 October 2014.

It was noted that no complaints and conduct matters had been brought during the period 1 May 2014 to 31 October 2014.

Resolved:

The Panel noted the report.

66 Police complaints procedure including an update on the visit to Northumbria

The Panel noted the report which sought to consolidate the discussions and answer subsequent questions raised by Members re the complaints process.

The Chairman requested that a Complaints Process matrix be drawn up for the Panel to show the number of complaints falling into broad categories such as incivility, this was agreed by the OPCC.

The Northumbria Triage of Complaints report was noted by the Panel.

Decision:

The report was noted.

67 Task Group update

The Police and Crime Panel noted the update provided. It was agreed that the Task Group would next look at "Regional Collaborations".

Resolved:

The Panel noted the report.

68 Forward Work Plan

The Panel noted the forward work plan.

69 Future meeting dates

- The next meeting of the Police and Crime Panel will be on the 15th January 2015 at Committee Room VI, Civic Office, Euclid St, Swindon SN1 2JH.

(Duration of meeting: 10.00 am - 1.20 pm)

The Officer who has produced these minutes is Kevin Fielding, of Democratic Services, direct line 01249 706612, e-mail kevin.fielding@wiltshire.gov.uk

Press enquiries to Communications, direct line (01225) 713114/713115

POLICE AND CRIME PANEL **15th January 2015**

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 4th September 2014. I write a weekly blog which provides a brief overview for the public of what I have been up to. This is published on my website (www.wiltshire-pcc.gov.uk) and the content of these blogs is copied below for the Panel's information.

MONITORING PERFORMANCE, REMEMBERING THE FALLEN AND MEETING THE PUBLIC

Blog: 11-November-2014

Monday 10 November

Regular blog readers will be aware that Mondays are very busy with a number of briefing meetings. This week started with performance, which is also looked at in detail by the Strategic Improvement Board, which either my chief executive or I attend.

Generally performance within the force is good, but there is always room for improvement, and we need consistency across the piece. This meeting is a good start to the week as it sets all other work in context. Her Majesty's Inspector of Constabulary (HMIC) for our region, Dru Sharpling, came in for our quarterly run-through on inspections. There barely seems to be a time in which HMIC is not in the building. The next report is the Police Efficiency, Effectiveness and Legitimacy (PEEL) assessment which is due to be published on 27 November, so I had better not blog about the outcomes yet.

The morning briefings provided a good background for my Commissioner's Monitoring Board held in the afternoon. The agenda included HMIC Value for Money Profiles, Tri-Force Storm (command and control software) funding and phase three of regional forensics. We also discussed the Wiltshire Police estate and the Home Office Innovation Fund for 2015-16, as well as looking at budgets and the risk registers.

Off to see my doctor on the way to an interview with Jack Young for his Youth Matters programme on Swindon 105.5 Community Radio.

Tuesday 11 November

At 11am the staff at headquarters In Devizes gathered in front of the building for a short service of remembrance and to observe the silence. I read out a list of those members of the constabulary who served in the two world wars and made the ultimate sacrifice. I'm indebted to Richard Gardiner for the additional research that he has done on the names recorded on our memorial.



(Above is Angus at the Devizes Headquarters memorial service)

Community Messaging is in the second stage of launching, and this afternoon the Chief and I joined staff and officers at the Orbital Centre in Swindon to sign up members of the public and promote the scheme.

In the evening we held a Meet the Commissioner event at St Joseph's Catholic College in Swindon, which was lively, supportive and informative. These events are held around the county, in addition to our attendance at area boards in Wiltshire and localities in Swindon, and give the public a chance to meeting the Chief Constable and me in an open

session, supported by local officers. We expected Swindon residents, but one member of the public had driven 30 odd miles to attend, which proved that the publicity works.

Wednesday 12 November

It's our regional meeting at Bridgwater in Somerset today. Actually The Chief and the PCC for Avon and Somerset and I were all early, so an impromptu meeting was held at the service station over coffee, which of itself was useful. The meeting had an update on the work of the regional programme boards, including the Regional Organised Crime Unit (ROCU), Major Crime, Digital Evidence Management and the Regional ICT strategy. We also talked about blue light interoperability, the Home Office Innovation Fund, mental health, veterans, victims and the emergency services mobile communications programme. A wide-ranging briefing. If I came away with one thought it is that we will probably be best to divide the region into halves, north and south, running in tandem with a common objective of coming as one a bit latter. The Dorset/Devon and Cornwall alliance means this is the more practical approach.

In the afternoon I chaired the regional Reducing Offending Board. Again this took the form of a briefing as we still can't have contact with the bidder for the Community Rehabilitation Company contract. However, we can celebrate that there is one preferred bidder covering all our area, which has the potential to be "a good thing".

Thursday 13 November

The Force Chaplaincy had a gathering at headquarters and I was invited to update the chaplains on the progress of my agenda after two years. I'm impressed by the chaplains' commitment. I think that nationally only about five forces have such a support group, and being representative of all faith communities makes them universally approachable. I spoke for 20 minutes or so before answering questions.

Off to Melksham for a further Community Messaging Launch. By the end of January we will have launched across all communities in Wiltshire and all neighbourhoods will be covered. But we must remember it is community not police messaging.

In the evening Sara Jane and I were invited to join the The Superintendents Association of the South West for their dinner in Chippenham. Very good to meet the association's national and regional officers. The Chief spoke about Wiltshire and the challenges we face, but at the end of a long day the delegates did want to relax, as did I.

Friday 14 November

The Community Messaging launch continues, this time in Tidworth at a busy supermarket. One idea that we need to progress is the leafleting of estates by the Police Cadets. It is possibly something for the spring now but would give us in-depth coverage.

(Below is the Tidworth Community Messaging launch with the Tidworth Neighbourhood Policing Team, myself and the Chief Constable Pat Geenty)



Back to the office for a review of the Professional Standards Department and some preparation time for the Police and Crime Panel next week.

In the evening I attended a dinner held by the North Wiltshire Conservative Association at The Manor House Golf Club in Castle Combe. Very enjoyable.

Sunday 15 November

After a morning meeting of the Old Dauntsians at my old school in Lavington, Sara Jane drove me to Heathrow for a flight to Leeds/Bradford Airport for the Association of Police and Crime Commissioners conference. I'm staying at the Majestic Hotel, and even in the dark it lives up to its name. The short flight time is swamped by the time spent in the airports, but I've never been to Terminal 5 before, so that was an experience. Early supper and bed, ready for the morning.

TALKING CYBER CRIME AND VISITING FOOD CHAMPIONS

Blog: 17-November-2014

Monday 17 November

The Association of Police and Crime Commissioners' (APCC) conference was held at the magnificent Majestic Hotel in Harrogate. Looking at the plans from the 1890s, each large room had a lounge and separate bedroom. The conference started with a session on the challenges that we have to overcome in the next five years. We were given the choice of five or so workshops. I attended the workshop on fraud and cybercrime which was interesting and confirmed to me two things: firstly we need to look at this regionally and secondly Wiltshire response to date has not been that bad. That said, there is so much more to be done.

In the afternoon we considered the National Policing Requirement and complaints. Again I can't be complacent, but others were excitedly telling me about things which we had already in place. In the evening there was a dinner at the hotel at which various third sector organisations spoke. Very engaging, but I was glad to hit the hay at 10pm.

Tuesday 18 November

The notion of an early night was good as our first session of the day seemed to be the same time as breakfast but the two were half a mile apart! The PCCs held a session to discuss the idea of the law being changed to allow voters to recall their Commissioner if they are unhappy with his or her behaviour. It is clear that there are very many views, I might almost say 42, but it was an informative debate and I look forward to reading the APCC summary.

The highlight of the day was the Home Secretary Theresa May in the morning and the Shadow Policing Minister Jack Dromey in the afternoon. They both had different messages. The Home Secretary, whilst noting things that had gone wrong, was still supportive of the role of the PCC, whilst Mr Domey was pleased to have been invited and to tell us not to bother booking for next year (because his party intends to abolish PCCs). A stark reminder that there is an election coming. I was disappointed that no real alternative governance was suggested by the Shadow Minister. In fact, he seemed to be saying that there would be no local governance costs and no local police chiefs being appointed by local people, which I don't really understand.

More to come I expect. An interesting session on mental health chaired by Dorset PCC was another highlight.

Rather a long journey home, via taxi, plane and car. I hit the bed at around 11pm. Suppose who was better than those that had to drive the whole way!

Wednesday 19 November

On Friday I will be visiting the Foyer in Swindon and seeing how C Change, who are sponsored by my Innovation Fund, are progressing. In preparation I met them to discuss progress to date. This was followed by a Police and Crime Panel meeting, which looked at what I had been doing over the past months by reference to my blog, the force's performance and a report on restorative justice and complaints. Time was short and I'm pleased that we agreed to make the sessions longer rather than to increase the frequency of meetings. I look forward to the panel's report on licensing which they are working on.

At lunch time I did an interview with the BBC on my first two years in office, before going to see a work project run by probation with Wiltshire Wildlife Trust through the Innovation Fund. They are working at regenerating a derelict site in Swindon and in the future will have a cafe selling food made from produce grown by the people on community payback. It has tidied up an eyesore, and given some useful training through unpaid work. I look forward to visiting again in the spring. The day ended with an evening visit to the dentist. Great end!



(Above: Angus at Swindon Food Champions being interviewed)

Thursday 20 November

I was honoured this morning to be invited to open the new classroom at Dauntsey Academy primary school in West Lavington. There has always been a close link between the primary school and Dauntsey's School itself where I was educated, so I was very pleased to be asked to cut the ribbon on their new class room. Dauntseys Academy Primary School is set in an idyllic location on the edge of Lavington. The school itself is not old but the new classroom is bright and full of light. As well as governors and the Head Master, we also heard from two members of the school council who spoke with clarity and confidence.

In the afternoon I attended a briefing for Health & Wellbeing Board members on Child Sexual Exploitation and then a board meeting itself. Pleased to hear that the Royal Unit Hospital Bath has achieved Foundation Trust status and about the work they are doing with the Royal National Hospital for Rheumatic Diseases. We also had presentations on child and adolescent mental health services, the city Avon and Wiltshire Mental Health Partnership and the Care Quality Commission Inspection. We noted the Wiltshire Adult Safeguarding Annual Report and the preparations that are being made for winter in Wiltshire. I'm bidding for a place on the next agenda to speak about the numbers who are still being taken to custody as a place of safety. We have seen a good reduction but there is more to do and this board is the place to talk about it.

Friday 21 November

Somewhere in South Wiltshire we have a property store. That might sound unremarkable, but it is a major leap forward. This morning I visited the facility where property is recorded are sorted. It is a major improvement over the old system of chucking things in a basement, cell or attic. The staff have a real pride in knowing where things are and keeping the place tidy. I fancy we will have to have a little more space before we are finished, but progress is good and I was pleased to see it.

In the evening I visited the Foyer in Swindon to see the work that is being done by C Change. They were given a grant from the Innovation Fund to work with young people. In the first six months they have worked with 26 young people with complex issues, including involvement with social services, police and probation. I was very pleased to hear that they were beginning to work with other Foyers

CUSTODY IS NOT THE PLACE FOR PEOPLE WITH MENTAL HEALTH PROBLEMS

Blog: 24-november-2014

Monday 24 November

On Monday had a day of briefings and the Commissioner Monitoring Board (CMB). The CMB was on the progress of the police cadets and I was pleased to hear new groups are planned for the south of the county in the New Year. I also had an extensive briefing on issues surrounding those with mental health problems in custody. I think custody is not the right place for someone with mental health issues. I will be looking to take a briefing to Swindon and Wiltshire health and wellbeing boards about the need for those being held in custody to be moved to a place of safety.

In December and January I will be looking at finances and planning a consultation over the police and crime element of Council Tax (known as the precept). My first meeting to plan this debate was held this morning.

I attended a monitoring board in the afternoon which looked at Her Majesty's Inspectorate of Constabulary (HMIC) value for money profiles, asset management review, the Home Office Innovation Fund bids and Salisbury custody. The HMIC value for money profiles can be found at <http://www.justiceinspectorates.gov.uk/hmic/publication/value-for-money-profiles-2014/>. They make very good reading for Wiltshire.

Tuesday 25 November

Today I am wearing my 'No to violence' t-shirt as I catch the 49 bus to Trowbridge to attend 'Wiltshire Domestic Abuse.' It brings together partners and agencies fighting domestic abuse. I am pleased to hear the Force's input and support for the conference.

In the evening I attended a meeting of the Conservatives in Warminster which was an open meeting for people to question me. It was disappointing to have some comments about the Force not responding to complaints, but equally it gave me a good opportunity to take away the feedback and deal with it. Generally those present were supportive of my office and the work being done in Wiltshire.

Wednesday 26 November

Wiltshire Criminal Justice Board (WCJB) has not met for some time. It is now chaired by the Chief Constable and as I'm the PCC have been asked to join the board. Today was a development meeting with members and associates together to review the terms of reference and the work WCJB can undertake in the next year. A productive start to a new year of work for a group which can cut through some of the delays and inter-agency squabbles.

Thursday 27 November

Another briefing day. Firstly, I had a debrief on a regional meeting that took place on 12 November. Then I attended a meeting with Wiltshire Council leader Jane Scott and her Swindon counterpart David Renard at one of our regional meetings to ensure we all know about the problems and challenges facing our individual organisations. That was followed by a meeting about the Police and Crime Panel and to follow up the actions from the previous meeting on 19 November. Towards the end of afternoon I had a telephone conference with the Association of Police and Crime Commissioners in respect of the planned police ICT company and what we want to get out of it for Wiltshire.

The next meeting was to review the performance of criminal justice. We want to ensure that files are presented to court in a timely manner. I am pleased at the good work put in place and delays due to 'police error' are minimised.

In the evening I attended the Force Awards. I handed an award to a team for setting up the Volunteer Police Cadets scheme and awarded a team of Special Constables the Lord Ferrers Award for setting up the Volunteer Police Cadets.

The ceremony was held at Cumberwell Golf club. It is the first time for a while that the awards have been held away from police headquarters and it certainly made it a special evening for recipients and their families.



(Team awarded for setting up the Volunteer Police Cadets scheme- Chief Constable, SPC Lee Hitt, Jill Quadri, PCSO Mandi Coles, PC Sandra Higgins-Hughes, SPS Rob Bewey and Angus)

Friday 28 November

Early train to Chippenham to attend an area board managers meeting. I thanked the managers for their work and advised them of my needs in the first quarter of next year. I will again be using area board to consult on the 2015/16 budget. So I look forward to a busy January.

In the evening I attended the Ethandune branch of the Conservative Association. They were running a question time in Bratton which I was invited to attend. The other panellists were the MP Andrew Murrison, local councillor Jeremy Wickham, and Deputy Speaker at the House of Lords Euan Geddes. The questions asked were on a broad range of subjects and it was quite nice not to be totally absorbed on policing matters for once.

Saturday 29 November

Gosh its 8 o'clock in the morning and I am already at Gablecross Police station in Swindon for a briefing on Operation Harness. The objective today is to execute a number of warrants across the county in relation to drug offences. I accompanied officers on the raids. It was intriguing to see first-hand the precautions the criminal classes take for people who visit them in their properties. I can't help feeling that housing officers of the local authority and housing associations have a role to play ensuring tenants are using the property correctly.



(Angus being interviewed for Operation Harness)

In the evening Sarah Jane and I attended the winter wonderland charity ball, at the Mecca in Swindon. The ball was organised by Swindon Woman's Aid to raise money and awareness. It is the first time I have been to the venue since it was a cinema. Many memories of Saturday morning clubs and spectacular James Bond films flooded back. It was a very successful evening for Swindon Womens Aid and brilliant to see so many supporters helping them.

Sunday 30 November

A day off and I went to the Royal Albert Hall in London to sing in the Messiah. Since being elected I haven't done a lot of sing in this role. It was a treat not to be the only tenor but to be around so many good singers. I think the whole chorus numbered around 3,000 and I hope the small number of seats taken by the audience enjoyed the performance.

PRESENTING THE RURAL CRIME SURVEY HIGHLIGHTS TO FARMERS

Blog: 1-december-2014

Monday 1 December

A day of briefing meetings, starting in Swindon with the launch of the Pride of Swindon awards which I am helping to judge. These awards recognise people who have made a difference to the community by helping others. Do you have someone in mind? You can recognise their contribution and achievements by nominating them for an award. Perhaps they are:

- A volunteer who has given their time selflessly for years.
- A child or adult who has displayed remarkable courage.

- A person who has helped reduce crime in your area.
- Someone who has given unselfish service to one of the hundreds of sports clubs in the town.
- An exemplary young person who should be recognised as a role model.
- An extra-special neighbour.
- An employee who has gone the extra mile for those in the community
- An inspiring teacher or a caring nurse or doctor.

There are two types of award: the first recognises the achievements of individuals in the community and the second honours a team of people who carry out an invaluable service that benefits local people. Visit this website to find out more: <http://www.swindon.gov.uk/campaign/PrideofSwindonAwards/Pages/default.aspx>

In the afternoon I was in the office for a catch-up about crime prevention matters with Head of Crime Prevention, Marion Deegan. This was followed by a finance update with the Director of Finance. Then I met[A4] the new director of Develop, the organisation which coordinates voluntary work for the county. To end my day of meetings I met the Chief Constable and his team to discuss his plans for next year.

Tuesday 2 December

First meeting of the day was with a man who had an issue he wished to share in respect of policing in Wiltshire. This was a useful meeting and I have taken away some points we can certainly look into. This was then followed, coincidentally, by an update from my staff about complaints. We looked at new complaints that have been received by my office and the progress of existing complaints.

On Friday I have a meeting with some residents of Chitterne and South West Wiltshire MP Andrew Murrison. In preparation, I had a briefing from the local Inspector on the policing of speed in the area. This was followed by a briefing with the chairman of the Audit Committee in preparation for a meeting on 10 December.

In the evening I attended a curry night in aid of the Harbour Project in Swindon. The project provides support, information and advice as well as a signposting service to refugees and asylum seekers in Swindon. Refugees and asylum seekers of all backgrounds use the Harbour drop-in centre. For more information visit <http://www.harbourproject.org.uk/>

Wednesday 3 December

A quick trip to the doctor in the morning then I had a look at the Wiltshire and Swindon Community Foundation grants policy. Back in the office in the afternoon for an update on staffing issues and a communications update before heading off to Dauntsey's School to see an enjoyable production of Jesus Christ Superstar.

Thursday 4 December

Today I am in London visiting Guildhall. I am a member of the Civic Guild of Mercers' Scholars and a requirement to be a member is to take on an apprentice. My apprentice is the son of our Chief Superintendent Andrew Tatam and today we took part in an enjoyable ceremony in which he was bound to be my apprentice for four years.

I then hot footed it back to Devizes in the evening to address an open meeting of the National Farmers' Union (NFU) and present the initial results of the rural crime survey. The survey was a major consultation with farmers, land owners and others who live - or earn their living - in rural Wiltshire.

From the results, the top rural crimes which respondents had experienced were:

1. Theft of small machinery, including things like quad bikes and tools
2. Fly tipping
3. House burglary
4. Hare coursing

The survey has thrown up many useful comments and insights. When the analysis has been completed, I will be sharing the results with Inspector Matt Armstrong, who leads the Rural Crime Team, and asking him what the Force will do in response to the findings.

Back home at 11pm. It has been a long day.

Friday 5 December

In the morning, in the company of MP Andrew Murrison, I met members of Chitterne Parish Council to discuss speeding issues in the village. We were accompanied by a highways engineer from Wiltshire Council. It was agreed that certain improvements would be made to the village. For instance, there is no street lighting so certain traffic calming measures are not appropriate. I think we went some way to addressing the issues raised.

Then, with Dr Murrison, I attended the first of my briefings with local MPs at which I spoke about crime and policing in his area.

In the afternoon I visited the St Lucy's sight centre in Devizes for a meeting with Wiltshire Sight. We discussed impaired vision and safe driving. They raised a number of issues that I will be taking forward with our Roads Policing Unit and the

Health and Wellbeing Boards. They estimate that, by 2030 , there will be 36,000 people with sight loss in Wiltshire and Swindon. So obviously there are issues that need much consideration.

In the afternoon, I went to see James Gray, he MP for North Wiltshire, to give him a briefing about policing in his area. We also discussed the need to keep local policing local to Wiltshire. I know that he has a very keen interest in the local provision of emergency services.

In the evening I attended the switching on of the Christmas lights at Royal Wootton Bassett High Street which was closed for the evening. The street was filled with colourful stalls and lively entertainment. I joined the local Neighbourhood Policing Team in their campaign to sign up local residents to Community Messaging which has launched in the area. Over 100 people signed up to Community Messaging that night, which is fantastic.

SEX WORKERS ARE VICTIMS TOO

Blog: 8-december-2014

Monday 8 December

I was very pleased to attend a performance of 'This Secret Life' at Churchfield Academy in Swindon performed by Sixth Sense theatre group. Over the last week they have performed across Swindon and Wiltshire. It is a very powerful play about domestic abuse and the control of a perpetrator over a young female student in her first relationship. I funded the play through my Innovation Fund and I was pleased to see the performance for myself and the debate that the students had with the cast afterwards about the issues raised in the play.

Back to office in the afternoon for an update about performance and the Commissioner's Monitoring Board. Then I went to Bath for a meeting with Avon and Somerset PCC, Sue Mountstevens and her Chief Executive, where we discussed the progress in regional working.

Tuesday 9 December

A doctor's appointment first thing this morning. Then went to Gablecross police station in Swindon where I attended a presentation by National Ugly Mugs (NUM) and the Nelson Trust which runs the ISIS women's centre in Swindon. The NUM charity aims to improve safety and access to justice for sex workers. It was awarded £5,000 through my Innovation Fund, whilst Nelson Trust received almost £35,000 to employ a sex work outreach worker based at the ISIS.



(from left Sue Lee ISIS outreach worker, Angus and Kerri Swindells Nation Ugly Mugs)

In my view, NUM and the ISIS Women's Centre are two very important and very worthwhile projects that need our support. Sex workers are far more likely to be victims of violence and other crimes than non sex workers. A victim is a victim. All victims of crime, regardless of their background, are entitled to be as safe as any other resident of Swindon and Wiltshire.

In the evening I went to the Wiltshire carol service at The Minster church in Warminster. I was accompanied by the Chief Constable and his wife. It was a very nice service, in a church I haven't visited before and it was lovely to see young people from the local school singing so beautifully.

Wednesday 10 December

Today I am wearing my bobble hat to support the National Society for Prevention of Cruelty to Children (NSPCC). To show your support for the charity you had to wear a bobble hat and donate £2 by sending a text to NSPCC. The money raised will go towards their ChildLine which offers 24 hour support to thousands of adults, children and families. Please visit <http://www.nspcc.org.uk/fighting-for-childhood/our-services/nspcc-helpline-childline/> for more information.



The day started early as the Mayor of Swindon, Teresa Page invited me to breakfast at Big Breakfast Plus. This scheme provides hot meals six days a week to homeless people and serves 30 people every day.

After breakfast my wife Sarah Jane kindly drove me to Marlborough where I joined the local Neighbourhood Policing Team to sign up residents to Community Messaging. The stall we had in the market was constantly busy with people eager to see what Community Messaging was all about. In the space of three hours we signed up 79 people which is a fantastic result.

Back to Swindon for the afternoon. Had a meeting with the Chief Executive of Swindon Council to discuss locality and area meetings before joining colleagues at an advisory board for the Swindon Health and Wellbeing Strategic Planning Forum. In the evening I joined fellow trustees of the Big Breakfast Plus for a Christmas get-together at The Sun Inn at Coate Water

Thursday 11 December

The Duke of York is opening the University Technology College (UTC) in Swindon this morning. I was invited to join the line-up to meet him on arrival. The college is very impressive and the provision of UTCs in Swindon and Salisbury will, I believe give great opportunities for those of a more technical mind than the typical university route. I am very excited that two good facilities are opening in Wiltshire and Swindon.

I then hopped on the train to Salisbury to attend an open day at the Turning Points social enterprise. This was an opportunity to see the premises, meet staff and to sit in on one of the training sessions they hold with drug users as part of their rehabilitation. It was also good to meet recovered users who act as peer mentors.

From Salisbury Station to Chippenham for a meeting with Wiltshire Council leader Jane Scott and her corporate directors to discuss our programme on estate integration and partnership working.

Today, the Home Secretary's proposed reforms were announced to allow directly-elected PCCs to take charge of complaints against their police force.

As elected Commissioner I am answerable to the public on police and crime matters. I welcome this announcement as it is important the public have trust in the police complaints system.

One of the first things I did in office was to appoint an independent adjudicator to review complaints against the force. This arranged protocol with Wiltshire Police is to bring as much independence to the system as possible under the law as it stands. What is proposed by the Home Secretary will build on our work so far in Wiltshire.

Friday 12 December

I was due to meet John Glen MP for Salisbury today but, like all best laid plans, we ended up speaking on the phone. For the rest of the day I was in the office before sneaking off, at five o'clock, to catch the train as Sarah Jane and I are going to spend the rest of the weekend in London.

REVIEWING WILTSHIRE AND SWINDON'S ROAD TRAFFIC COLLISIONS: EVERY DEATH IS ONE TOO MANY

Blog: 15-december-2014

Monday 15 December

Monday was, as normal, a day full of briefings. My first was from Inspector Steve Cox, Head of Tri-Force Roads Policing Operations. We discussed the number of fatal road collisions in the county this year to date. It was noted that this year there have been a number of Road Traffic Collisions (RTCs) which have ended with multiple fatalities due to there being more than one person in one car.

Looking back over the years, there has been a marked reduction in Wiltshire and Swindon RTCs that have resulted in people being killed or seriously injured. There was a peak in 2007 of this type of incident but the figures have been reducing since then. However, every death is one too many. We can never be complacent. The Roads Policing Unit (RPU) will be busy over the Christmas period enforcing the no drink/drug drive campaign to try to prevent any more fatal collisions happening on Wiltshire and Swindon roads.

I am pleased with the on-going work the Constabulary does with our partner agencies to educate young people about the dangers of driving. These discussions reminded me of a meeting I had a couple of weeks ago with Wiltshire Sight and the potential need to investigate those driving with poor eyesight.

This meeting was followed by a performance update before going to the Strategic Improvement Board which was chaired by the Deputy Chief Constable. The key outcomes from the meeting were:

- Victim satisfaction remains good
- Public confidence in Wiltshire Police remains steady
- The number of crimes recorded continues to reduce in line with our most similar forces
- The recent Her Majesty's Inspectorate of Constabulary (HMIC) inspection into 'value for money' showed Wiltshire to have an excellent profile.

The purpose of the Strategic Improvement Board is to highlight areas for improvement and a few were identified. We spent a lot of time looking at the corporate risk register which identifies those areas that need improvement through reminding staff of procedures.

In the afternoon I attended the Wiltshire Criminal Justice Board (WCJB) chaired by the Chief Constable. We thoroughly analysed the productivity of the working groups and I think the WCJB is in a strong position to relaunch in 2015.

My final meeting of the day was an update from our Finance team on the current situation of budget cuts coupled with their thoughts on next year's settlement which is yet to be confirmed.

Tuesday 16 December

Today started with a quick communications update, then I was presented with a preview of the relaunch of the PCC website. Over the past two years, a huge amount of content has been uploaded to my website and it has grown at a considerable rate. But more content means more pages and navigation around my site can be improved. Therefore, a redesign and a clearout is timely and I look forward to seeing the new site.

I then attended a meeting on regional collaboration and discussed our work on missing people. My final appointment of the day was visiting the new police officer recruits at the training department in Devizes HQ. It was good to welcome them to the Constabulary and to hear how their determination and hard work had got them to where they are now. Later in the week, I will be attending their passing-out ceremony.

In the evening Sarah Jane and I attended the carol service organised by The Friends of Erlestoke Prison. It was good to meet the new prison governor. The choir was the Wessex Male Voice Choir and the music was provided by Bratton Silver Choir. Both were excellent and, for the first time, I felt as though Christmas was near.

Thursday 18 December

A researcher at Keele University interviewed me today. She is doing a research project into Roads Policing Units since PCCs have been in post. From the briefing I had earlier in the week with Insp Cox, I was able to answer most of her questions easily. I look forward to reading her research especially as she is looking at other forces and her work is independently evaluated.

My office and other key members of staff had our Christmas lunch at The Crown in Devizes which was enjoyable. With a full stomach I joined the Roads Policing Unit and was a passenger for the afternoon. It was enjoyable and informative to talk to an officer about the Tri-force working and I was shown the Automatic Number Plate Recognition capability on the ground in Wiltshire. We didn't deal with any RTCs but we did stop an uninsured driver before returning to the south of the county from the north.

In the evening, I attended a Filling Station event with the Mayor of Swindon. This is a project where food is given out to the homeless every Thursday night and I am very passionate about this service.

Friday 19 December

I had a good meeting with the Audit Committee in Swindon. I was pleased that the chairman Bill Fishlock was re-elected for a further period and we recognise that change will happen in the coming year. No major new work for the committee at present.

I had a meeting with the MP for South Swindon, Robert Buckland. We discussed crime in his area and I invited him to WCJB in his role as Solicitor General. I returned to Devizes for internal meetings and then had a telephone interview with the Salisbury Journal.

I then joined the Chief Constable at a passing- out ceremony for an intake of 20 new officers who I saw earlier in the week. This ceremony is attended by the officers and their families. Having seen the intake earlier in the week, it was interesting to see how their demeanour and confidence had grown. They will be posted in the New Year.

Saturday 20 December

From 6pm I joined Swindon officers on Operation Harness focusing on the night time economy (NTE). First I was in Sussex Square where there is a regular problem with anti-social behaviour (ASB) but there was no one to be seen on this cold night. We then visited Old Town and went into a few of the pubs but, as it was early evening, it was quiet. We moved on to Newtown and again it was very quiet. I was coming to the conclusion that many people had spent their money on Friday night and were recovering today.

I went to the boxing at Mecca and there was no large or disorderly crowd. I finished at 11pm in Wood Street. It was busy but everyone was good humoured. Although, I have to say it would have tried my patience trying to get into one of the venues as the queues were huge. Overall it was a good-natured scene in Old Town. I expect there will be other opportunities to celebrate between now and Christmas and I hope they do it in good spirit.



**Angus Macpherson
Police and Crime Commissioner
For Wiltshire and Swindon**



POLICE AND CRIME PANEL
15 January 2015

AGENDA ITEM NO:

DRAFT BUDGET SETTLEMENT

Purpose

1. This paper provides the panel with information on the draft budget and precept being considered.

Background

2. In October 2014 the initial Medium Term Financial Strategy (MTFS) was produced and reviewed at my monitoring board. The MTFS looks at the estimated financial position of the PCC over the next 3 years and the impact this has on my ability to commission services. It acknowledges the fact that decisions I make today will impact my finances over the medium and long term.
3. The MTFS is included as an appendix to this report however it should be noted that the assumptions included are superseded by actual information as it is received.

The Settlement

4. The following Police relevant information was announced in the December settlement;
 - a **5.1% cash reduction** in Police Revenue funding for 2015-16
 - Additional top slicing of PCC Funding in 2015-16 of £96m (for the Innovation Fund, IPCC, HMIC, Major Programmes, contingency and other areas). Resulting in a funding reduction of £835,000 for Wiltshire PCC.
 - the provision of additional council tax freeze grants for 2015-16 equivalent to a 1% tax rise for those precepting bodies which decide not to increase council tax.
 - the announcement that any council tax freeze grants will be funded from the original police settlement hence reducing 'normal funding' available for distribution to PCC's in the future.
 - the setting of the council tax referendum threshold level at 2%.
5. This results in the main grants received from central government reducing from £61.652m to £58.502m, a reduction of £3.150m.

Council Tax Options

6. I am currently considering 2 options surrounding the council tax;

- Option A – To increase council tax by 1.9% (in the knowledge that this will be the maximum allowable before a referendum is called)
- Option B – To maintain council tax at the 2014-15 level

7. The table below shows the estimated funds I will have available under each option;

	2014-15 Budget	2015-16 0% CTax Inc	2015-16 1.9% CTax Inc
Standard Funding available to commission services (including investment income)	£105.100m	£103.131m	£103.476m
Swindon PFI Specific Grant	£2.067m	£2.067m	£2.067m
Special Policing Specific Grant	£1.145m	£1.145m	£1.145m
Total	£108.312m	£106.343m	£106.688m

8. In addition to this I have central funding allocated to commission victims services and to support restorative justice. Provisional funding announced for victims services in 2015-16 is £584,000, part of this funding will now finance Wiltshire's direct contribution to the Victims Support Charity. Provisional funding for restorative justice is £155,000 for 2015-16.

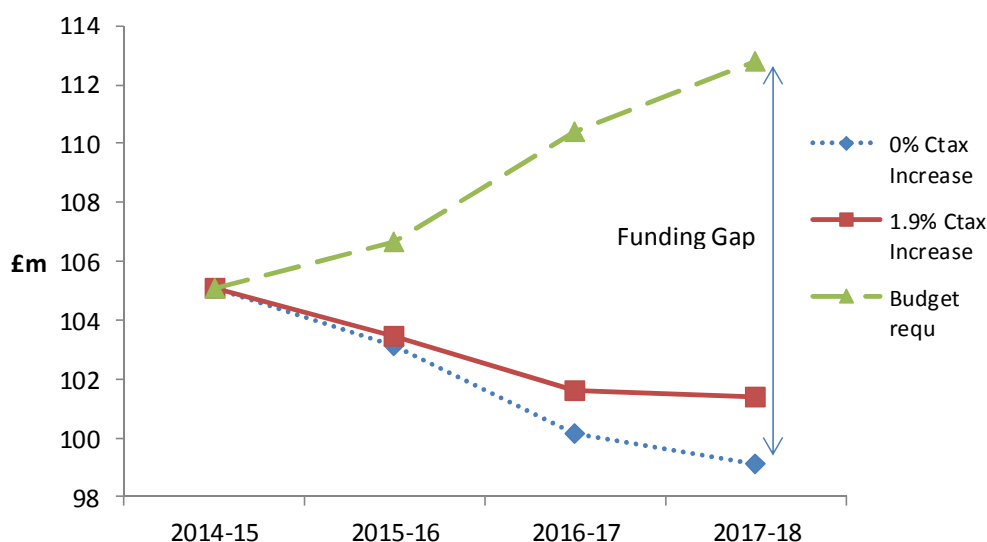
9. My considerations surrounding the options on a council tax increase focus on the long term funding position. To not increase council tax at this opportunity will have considerable impacts on my future ability to commission policing and crime services. The offer of freeze grants, whilst appreciated, reduces my future base budget and only further depletes the funding available nationally for policing. As the table in paragraph 7 shows my funding will reduce significantly under either option.

10. A 1.9% increase in Council Tax will result in Wiltshire's Band D council tax increasing from £160.92 to £163.98, a £3.06 increase. The table below shows that even with no increases in the rest of the region Wiltshire will remain the lowest.

	2014-15 Band D CTax	Wiltshire 1.9% increase
Gloucestershire	£207.73	
Dorset	£187.11	
Avon & Somerset	£171.37	
Devon & Cornwall	£166.16	
Wiltshire	£160.92	£163.98

11. Whilst future funding is dependent on subsequent spending reviews which will vary depending on the outcome of the general election OPCC's have been advised to plan on further central reductions of 3.2% per annum by HMIC.

12. The graph below shows the funding gap in the future based on the two council tax scenarios and a 3.2% general grant reduction.



13. Considerations surrounding local funding levels cannot occur without taking into account the central funding position. 62% of my funding derives from central grants. This is significantly different from Wiltshire Council (40% grant funded) and Swindon Borough Council (48% grant funded).
14. By having a larger portion of my budget funded by grants the impact of central grant reductions is more significant to me than local councils and any benefits in increases in the local council tax base is less.

Impact on the Chief Constable's Budget

15. As the Chief Constable receives the largest allocation of the funding he will receive the largest cut in funding. Whilst funding is reducing he will incur this year unavoidable cost increases surrounding inflation, pay increases, spinal point increase, pensions and bank holidays that total £2.256m. In the knowledge of this and the funding gaps little additional investment is planned this year. The table below shows his current budget requirement against funding levels which I may provide him in 2015-16;

	0% C Tax Inc	1.9% C Tax Inc
Budget Requirement	£104.218	£104.218m
Funding Available	£100.957	£101.297m
Shortfall (savings req.)	£3.261m	£2.921m

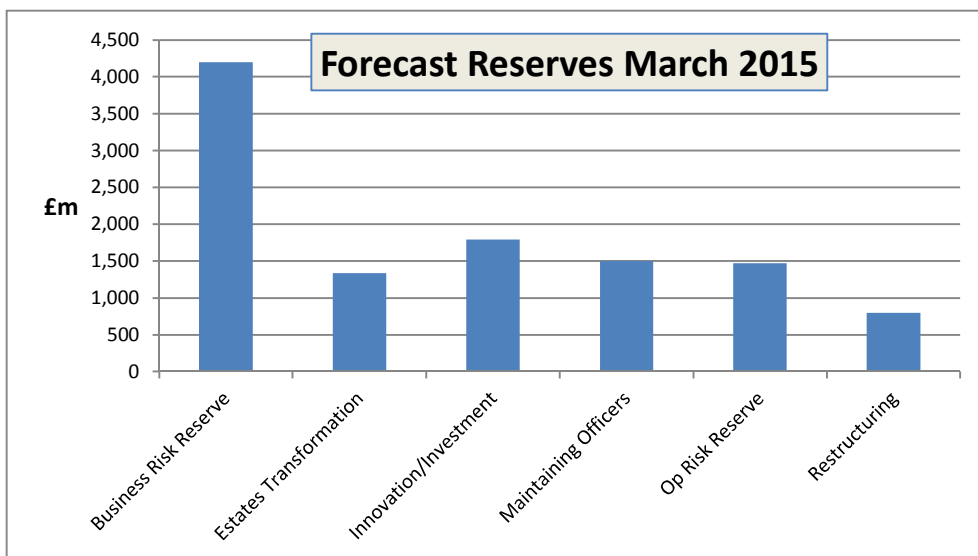
16. During 2014-15 there has been a shortfall in the savings achieved from partnership work of £0.386m. This increases the savings required in 2015-16 to £3.647m (0% C Tax increase) or £3.307m (1.9% C Tax increase).
17. It should be noted that based on estimates the savings requirements in 2016-17 and 2017-18 are between a minimum of £3.1m and £5.5m per annum. Taking the 3 years together the total saving estimate is;
 - 0% Ctax Increase Strategy - £13.7m (£27.7m over 7 years from 2010-11)
 - 1.9% Ctax Increase Strategy - £11.4m (£25.4m over 7 years from 2010-11)

Closing the Shortfall

18. The MTFS suggested that the savings requirement would be £3.1m (0% Council Tax Increase) or £2.8m (1.9% Council Tax increase). Paragraphs 15 and 16 shows an increase in this due to the increase in top slicing for national purposes.
19. Work has been undertaken which identifies a draft savings plan of £2.622m. This is obtained by a 3 strand efficiency programme based on regional police collaboration, local partnership integration and targeted force savings.
20. A gap still remains of £0.685m (1.9% increase) or £1.025m (no increase) which needs to be resolved. With this being the 5th year of austerity and over £14m removed from the base cost of policing it is getting ever harder to come up with initiatives and solutions which remove costs without impacting on the service to the public.

Reserves

21. The reserves I hold have been reviewed. The value of the general reserve has been considered and I am advised that 3% (£3.2m) is appropriate. The graph below represents the estimated level of reserves allocated (£11m) for investment and risk.



Collaboration

22. Collaboration has and will continue to play a part in delivering the savings required. Future examples include Estates savings with Wiltshire Council and Swindon Borough Council and Forensics savings with other forces in the South West Region.

Conclusion

23. This paper shows the panel my MTFS and gives them my current thinking surrounding the 2015-16 precept. I believe a £3.06 Band D increase per household per year is appropriate and I am now consulting the public on this via the area and locality boards.

Angus Macpherson
Police and Crime Commissioner



WILTSHIRE AND SWINDON

Medium Term Financial Strategy (MTFS) 2015-16 to 2017-18

Document Control	
Version 1	CMB 27/10/2014
Version 2	Final CMB 8/12/2014
Version 3	

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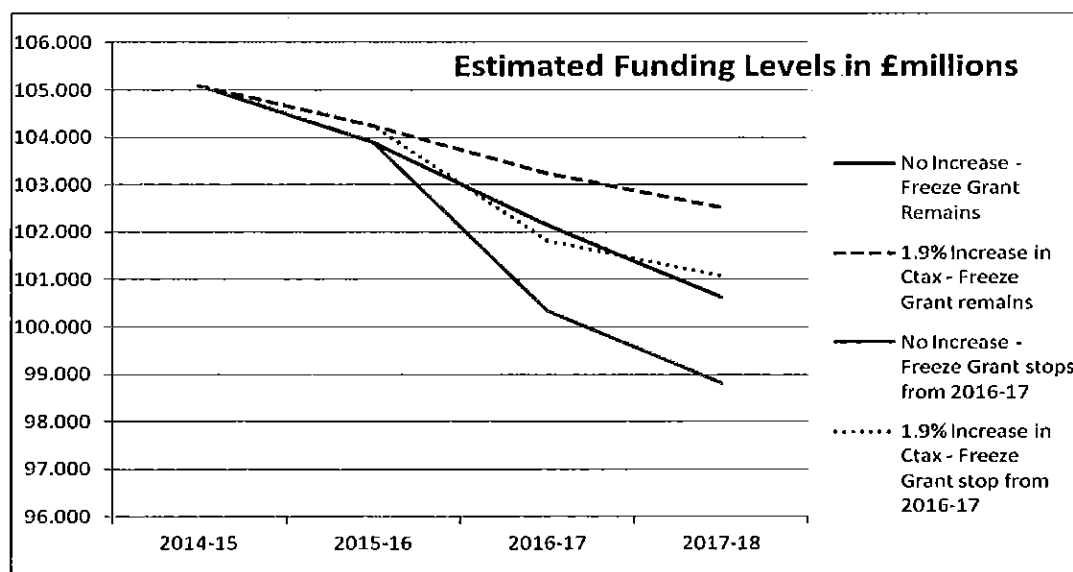
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Executive Summary

1. The 3 year MTFs has been produced in a climate of reduced funding. Central grant cuts and limited council tax increases are expected in this period. This will put significant pressures on the funds available to the PCC to fulfil his remit.
2. In producing the MTFs, statements made by Government in the 2013 Spending Round have been used to forecast funding for the first year. For the 2nd and 3rd years calculations have been based on a 3.2% grant reduction in line with HMIC guidance. Based on this cash funding will continue to fall in future years. When considering inflation substantial savings will need to be delivered.
3. It is estimated by the end of 2017-18 that central funding will have dropped in real terms by 36% since 2010-11.
4. During the next 3 years the Police and Crime Commissioner (PCC) will have to make difficult decisions on the level of council tax increase. Considering the Chief Constable's initial plans the MTFs identifies the savings required to balance budgets under 2 different scenarios: no increase in Council Tax or a 1.9% increase. The estimated funds available to the PCC under each strategy (assuming the freeze grants are not removed) is shown below;

	No Council Tax Increase	1.9% Council Tax Increase	Variance
2015-16	£103.903m	£104.248m	£0.345m
2016-17	£102.155m	£103.252m	£1.097m
2017-18	£100.637m	£102.516m	£1.879m

5. An increase of 1.9% would result in a Band D Council Tax of £163.98, £3.06 p.a. more than the current precept. Even if all other South West Forces agreed not to increase their council tax we would still have the lowest Council Tax in the region.
6. The graph below shows the impact council tax and freeze grants has on funding



Impact on the Police and Crime Commissioner's Plans:

7. The reduction in finances reduces the PCC's capability to commission services. As the largest part of the PCC's budget is used to finance the CC the MTFs assumes the CC will take the largest reduction in budget. The reductions to the Office of the PCC also need to be considered and plans drawn up to ensure the office can function on these estimated budget levels.

Impact on the Chief Constable's Plans:

8. Expenditure plans have been estimated based on assumptions surrounding pay awards, inflation and limited growth. When compared to the different estimated income levels the following savings are required in each year to balance the budget;

	No Council Tax Increase	1.9% Council Tax Increase
2015-16	£2.747m	£2.407m
2016-17	£5.468m	£4.729m
2017-18	£3.872m	£3.113m
Total	£12.087m	£10.249m

9. Assuming a 1.9% Council Tax increase the cumulative savings requirement over the next three years is £10.249m (£25m if the savings since 2011-12 are included).
10. The increase in savings requirement in 2016-17 is a result of a change in policy by the government on pensions. The proposal to not give National Insurance credits on contracted out pensions will cost the Force £2m p.a.
11. An analysis of the budget shows that 80% or £86m of the gross revenue budget is spent on staffing. To obtain savings, changes to staffing levels will be necessary. The establishment of 1,020 Police Officer at the end of October 2014 is likely to change when the impact of the savings plan is known.
12. To produce the necessary savings a corporate approach is required. A strategy focusing on 3 themes (Regional Collaboration, Wiltshire Integration and Local Savings) is expected to deliver the majority of the savings required in 2015-16. Work is now required to consider how the £7m to £8m for the next 2 years will be delivered. In appreciation of this the CC wishes to invest £175,000 in a Systems Thinking team to identify ways that services can be improved by reducing waste which in turn leads to reduced costs. Partnership, collaboration and empowerment of staff will be the cornerstones of the next 3 years saving plan. Working with councils and other forces will help us deliver savings whilst protecting the front line and the service to the public. It should be noted that to deliver these level of savings will be hard and slippage may occur.
13. The MTFs includes an updated Capital Plan. Estimated resources are adequate to fund current needs and allow a small amount for future funding. The plan does not identify a need to borrow during the MTFs period.
14. Reserves have been considered and are seen as a key instrument in managing risks. A level of reserves is seen as essential to manage both large incident risks and year on year revenue variations. Finances are available for one off investments, be this for

capital, innovation or to fund one year shortfalls. This gives confidence when considering the risk surrounding savings targets and possible slippage.

15. The MTFS is based on assumptions which may or may not be realised but are currently considered as reasonable. Its purpose is to give to the PCC and the CC a financial framework to plan strategic direction over the next 3 years. As disclosed in the MTFS Wiltshire's spend per head of population is £154, this is the third lowest in the country with a national average of £179. This current low level of funding makes finding savings difficult especially when considering that £14m of savings has already been made in the previous 4 years,

Introduction

16. This is the three year MTFs. The MTFs first covers the funds available to the Police and Crime Commissioner (PCC) depending on different local funding scenarios. It then considers how the Commissioner may use the finances available to him to fulfil his wide ranging remit.
17. Appendix B deals with the Chief Constable's budget requirement and the implications on his spending plans which occur depending on the local funding decision may by the PCC. The report then considers any shortfalls which may exist. The outcome provides both the PCC and the CC information which will assist them in decision making surrounding council tax levels, police officer numbers, etc. in the short to medium term.

The Financial Environment

18. The MTFs for 2015/16 to 2018/19 has been produced against a backdrop of reducing funds. The central funding available to the PCC still remains unclear. In the December 2013 settlement the Home Secretary decided not to issue an indicative settlement for 2015-16 as she needed to consider how best to deal with the additional 1.1% reduction in funding the Home Office was passed in the Autumn 2013 settlement. This results in more uncertainty around the next years funding than normal.
19. With an election due in May 2015 no spending plans exist to assist in identifying what the funding will be in 2017-18 and 2018-19, this is expected to be announced in the Summer/Autumn of 2015 as part a new Comprehensive Spending Review (CSR) under the new elected administration. The MTFs assumes that central funding will continue to reduce. However there is no certainty of whether this will be the case and what the reduction will be.

Central Public Finances

20. In June 2013 the Chancellor of the Exchequer produced the 2013 CSR document. This outlined a plan to reduce public sector spending in 2015-16 by £11.5 billion. This reduction is in addition to savings required under the 2010 Comprehensive Spending Review. A further 1.1% reduction in Home Office funding was then announced by the Chancellor in the Autumn Statement.
21. It should be noted that the figures included for years post 2014-15 are estimates for the Police Service. This is based mainly on a 3.2% cash reduction in line with HMIC guidance. These figures are in line with the £13b reduction in departmental budgets suggested as likely by the current Chancellor of the Exchequer if the Conservatives win the next election. It is likely that the actual grants for these years will be different from those estimated in this document.
22. Since the austerity measures were introduced police funding has significantly reduced. The table below for Wiltshire identifies an estimated real term reduction of 31% (these figures are included within the MTFs). The real terms reduction is reduced to 26% if the 2016-17 figures are removed. This reduction is a forecast based on previous figures – no central announcements have been received surrounding 2016-17.

Year	Real Terms Reduction	Inflation	Cash Reduction
2015-16	5.3%	1.5%	3.8%
2016-17	5.2%	2.0%	3.2%
2017-18	5.2%	2.0%	3.2%
Sub Total	15.7%		10.2%
2011-12	3.9%	2.1%	1.8%
2012-13	8.8%	2.1%	6.7%
2013-14	2.7%	1.1%	1.6%
2014-15	5.7%	2.4%	3.3%
Total	36.8%		23.6%

23. Owing to government capping of public sector pay increases the inflation impact has been reduced in recent years. This results in the 'real terms' reduction not being as severe as initially reported.

Council Tax

24. Between 2011-12 and 2013-14 there was no increase in the Council Tax levy. In 2014-15 a 1.9% increase was agreed by the PCC. To encourage local tax raising bodies not to increase Council Tax the government have offered grants to those who freeze council tax. The funding of these grants has been adhoc. For those received in 2011-12 and 2013-14 the funding remains in place. This provides £1.4m of funding to the PCC in the MTFs. It still remains unclear as to the long term future of these grants and this is unlikely to be resolved until the 2015 CSR.

25. The June 2013 spending review also announced that a grant equivalent of a 1% increase in council tax will be available for all PCC's who decide not to increase their Council Tax in 2015-16.

26. Whilst the acceptance of these grants reduces the impact on local tax payers it does reduce the overall funding available to the PCC. The biggest risk however is the impact if freeze grants are removed. If the PCC decides to accept the grant of 1% in 2015-16 he will receive circa £0.380m in grant, this however increases the risk if the grants are removed with a total of £1.8m funding vulnerable.

27. In 2012 the Secretary of State, under The Localism Bill, introduced new regulations surrounding Council Tax. If a major precepting body (which includes the PCC) proposes to raise taxes above a limit agreed by government then they will have to hold a referendum to obtain approval from local voters and the local voters may veto the rise. This means that major precepting bodies will need to convince local voters, rather than central government of the case for excessive rises in council taxes. For 2014-15 the Secretary of State announced that an increase of 2% or more would be considered excessive and be subject to a referendum, this is expected to remain in 2015-16. Taking this into consideration the MTFs has been produced using two different council tax levels:

- 0% - No increase (therefore attracting the freeze grant)
- 1.9% - The maximum before referendum

28. A 1% increase in council tax in 2015-16 is estimated to be worth £0.380m. Any increase in council tax increases the base and secures future funding at a higher level.

29. The Council Tax receipt is dependent on the council tax base (the number of dwellings paying the tax). The Localism Bill also gave councils more freedom surrounding what council tax benefits could be given. In return for this freedom the funding of benefits was changed. From 2013-14 the centrally funded council tax benefit has been removed reducing the council tax base and in turn all precepting bodies income. In return each precepting body will receive grant income. In 2014-15 a grant of £3.842m has been received to cover the reduction in council tax receipts. Initial information suggests that funding will remain at this level in 2015-16 with a marginal increase for the council tax base.
30. Prior to the revision in tax base a 1% increase has occurred regularly. Initial information from Wiltshire Council and Swindon Borough Council suggests that a 1.9% increase in tax base is now likely in 2015-16. For the MTFS the estimate should be cautious but reasonable. Based on this a 1% increase has been included in the last 2 years.
31. In order to estimate total funding, assumptions also have to be made on the collection fund surplus/deficit. In 2014-15 the surplus was £625,000 previously the surplus was £488,000. Initial discussions suggest a similar figure in 2015-16 however these surpluses are expected to fall in the future now the impact of the localisation bill is better understood. Taking this into account the MTFS assumes the surplus in 2015-16 will be £606,000 reducing by a third in future years. The table below summarises the assumptions made in the MTFS.

	Additional Dwellings	Est total Dwellings	% Increase	Collection Fund Surplus
2015-16	3,912	237,492	1.9%	£606,000
2016-17	2,829	240,321	1.0%	£404,000
2017-18	2,404	242,725	1.0%	£269,000

Inflation

32. The consumer price index shows inflation for the 12 months to September 2014 at 1.3%. Based on this the MTFS for 2015-16 allows for a 1.5% increase in non-pay costs excluding utilities. For 2016-17 and 2017-18 2% inflation is allowed.
33. Due to excessive inflation in utilities in recent years the impact of inflation in this area of the budget is considered separately. During the last 12 months there has been an increase in on the electricity and gas index of 5.2%. By buying in advance the police have been protected from significant increase however it is considered realistic to allow inflationary increases of 3.5% in each year.
34. In the 2013 budget the Chancellor of the Exchequer announced that public sector pay increases would be capped at 1% until 2015-16. The MTFS allows for this low level of increase and assumes a 1% increase in future years.
35. At September 2014 the bank base rate remained at the historical low of 0.5%. This has implications on investment income that all PCC's receive. In addition there is perceived to be an increased risk in investing in institutions offering high interest rates after the Icelandic Bank crisis. All these factors mean that investment income is expected to remain low in the short term.

National Insurance

36. At the start of 2013 the government announced a Draft Pensions Bill. One of the changes to legislation in the draft was the removal of the contracting out benefit for employers from April 2017. If this is confirmed it will increase the National Insurance bill for all employers. The impact on Wiltshire Police has been estimated at £2m
37. As this impact is so significant on all public bodies it was expected that the government would alter the Final Pensions Bill resolving the problem. During the last 12 months no change in stance has been made by the government hence this additional cost is now included in the MTFS in 2017-18. The government have now stated that this will be looked at by the new administration as part of the 2015 CSR. If this cost increase does occur it may be prudent to use reserves to smooth the funding gap across 2 years.

Police and Crime Plan 2013-2017

38. As required under law the PCC published his Police and Crime Plan in March 2013. The plan reports 6 overarching priorities to be delivered during his time in office, these are shown below:
- Reducing Crime and anti-social behaviour
 - Protecting the most vulnerable in society
 - Putting victims and witnesses first
 - Reducing offending and re-offending
 - Driving up standards of customer service
 - Ensuring unfailing and timely response to call for assistance
39. In delivering these objectives there is a requirement to unlock resources to deliver. What this means is a drive to eliminate waste and duplication, being more cost efficient and cost effective. This plan identifies that the police alone will not be able to deliver the priorities. It will mean working in partnership with other organisations, volunteers and communities. As such an Innovation reserve has been created to help pump prime initiatives which are in line with the priorities.
40. In the current financial environment there is a need to reduce costs whilst delivering more. Based on this the PCC has agreed that investment in technology is required and that the sharing of various services (front, middle and back) will be necessary to drive costs down as central funding reduces.
41. During 2014 the PCC became responsible for the commissioning of Victims Services. Initial indications suggest that £584,000 will be available as a special grant for the PCC. £155,000 is also likely to be provided to the PCC for Restorative Justice. Whilst the PCC has not finalised the use of these grants he has agreed the use of £100,000 to finance a joint Victims and Witnesses unit from the Chief Constable. As these funds are specific grants they are not included in the main funding reported. The specific funding by the PCC of £100,000 is also considered as specific grant to the Chief Constable, hence again not included in the main allocation to the Chief Constable.
42. A part of the Police and Crime Plan included the commissioning of a minimum number of PCSOs (141) and Police Officers (1062). These staffing levels are based on work completed in response to the 2010 Comprehensive Spending Review (CSR). With the

receipt in 2013 of the Spending Review we can see clearly that this period of austerity is going to extend beyond the 4 year period of the 2010 CSR, and that to maintain the initial staffing levels will be difficult. In response to this the PCC has agreed with the CC that the focus must be on front line staffing who are delivering the priorities. Based on this the CC has reduced the number of officers in areas where it is proven that police staff are able to deliver the same or a better service at lower cost or where sharing services requires fewer police officers without impacting on service.

43. In setting the budget the PCC will be allocating a certain level of resources for the following purposes;

- Commissioning police services from the Chief Constable
- Commissioning services in line with the Police and Crime Plan for other organisations (i.e. other public bodies, charities, the private sector, etc.)
- Financing capital expenditure which support the plan
- Financing the running costs of the OPCC

Financial Health

44. It is good financial management to have a suite of health indicators which provide guidelines on the organisations financial standing. A set of indicators are reported under Appendix C.

45. A report on progress against Health Indicators will be presented to PCC and the Force's management on an annual basis

Income Forecasts

46. The 2014-15 budget relies on the following income to finance activity;

Central Funding	Police Grant	£40.158m	
	Council Tax freeze Grant 2011-12	£0.402m	
	Council Tax freeze Grant 2013-14	£0.991m	
	Council Tax Localisation Grant	£3.842m	
	DCLG Funding	£21.494m	£66.887m
Local Funding	Precept – Council Tax	£37.588m	
	Council Tax Surplus	£0.625m	£38.213m
MTFS Funding		£105.100m	£105.100m

47. In line with the comments made within the 'Financial Environment' section the MTFS includes the Police Grant and DCLG Funding reducing in cash terms by 3.2% in the last 2 years. In the first year the Home Office Police Grant reduction is 4.7%. This allows for a £160,000 top slicing related to the IPCC and a £442,000 reduction due to the 2013 Autumn Statement. The impact the top slicing will have has not been made clear so it is likely that the actual figures will vary from the MTFS.

48. The current council tax level of £160.92 is the 17th lowest in the country. In 2014-15 5 PCC's chose not to increase the council tax, all remaining PCCs agreed an increase of

1.9%. The national average Band D Police Council tax is £167.84. The table below compares the PCCs Band D council tax against others in the South West. It also shows the impact of a 1.9% increase in council tax p.a. during the MTFs period.

Authority	2014-15 Band D Council Tax	Wiltshire 1.9% increase 2015-16	Wiltshire 1.9% increase 2016-17	Wiltshire 1.9% increase 2017-18
Gloucestershire	£207.73			
Dorset	£187.11			
Avon & Somerset	£171.37			
Devon & Cornwall	£166.16			
Wiltshire	£160.92	£163.98	£167.09	£170.27

Additional cost per Band D Household with a 1.9% increase	£3.06 p.a.
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49. The table shows that even if Wiltshire increased its council tax in all 3 years by 1.9% and all the other PCC's in the region froze their council tax Wiltshire would still have the second lowest council tax in the region.

50. It should be noted that the financial benefit of council tax increases in future years is dependent on previous decisions made on the council tax. For instance if Wiltshire's Band D were the same as Avon and Somerset (the mid force) we would receive £40.028m, £2.440m more than the £37.588m actually received (the continual impact of a higher base has increased the gap by £76,000 this year). So roughly a £10 increase in Council Tax is worth £2.4m in funding to Wiltshire Police.

51. Council tax is 36% of the PCC's funding; therefore to fund an expenditure increase of 1% (£1m) requires a 2.8% increase in council tax. This is known as the gearing effect.

52. The assumptions made on occupied housing are reported earlier in the MTFs, this will increase the tax base. Initial information from the councils suggests that levels of council tax payment remain stable and that a council tax surplus is forecast.

53. The total income over the next 3 years based on the 2 levels of Council Tax increase is reported under Appendices Ai and Aii and is summarised below. These show that even with a 1.9% council tax increase cash funding reduces.

No Increase	2015-16	2016-17	2017-18
Central Funding	£64.758m	£62.828m	£61.059m
Local Funding	£38.896m	£39.077m	£39.328m
Investment Income	£0.250m	£0.250m	£0.250m
Total Funding	£103.904m	£102.155m	£100.637m
Total reduction/inc.	-1.4%	-1.7%	-1.5%

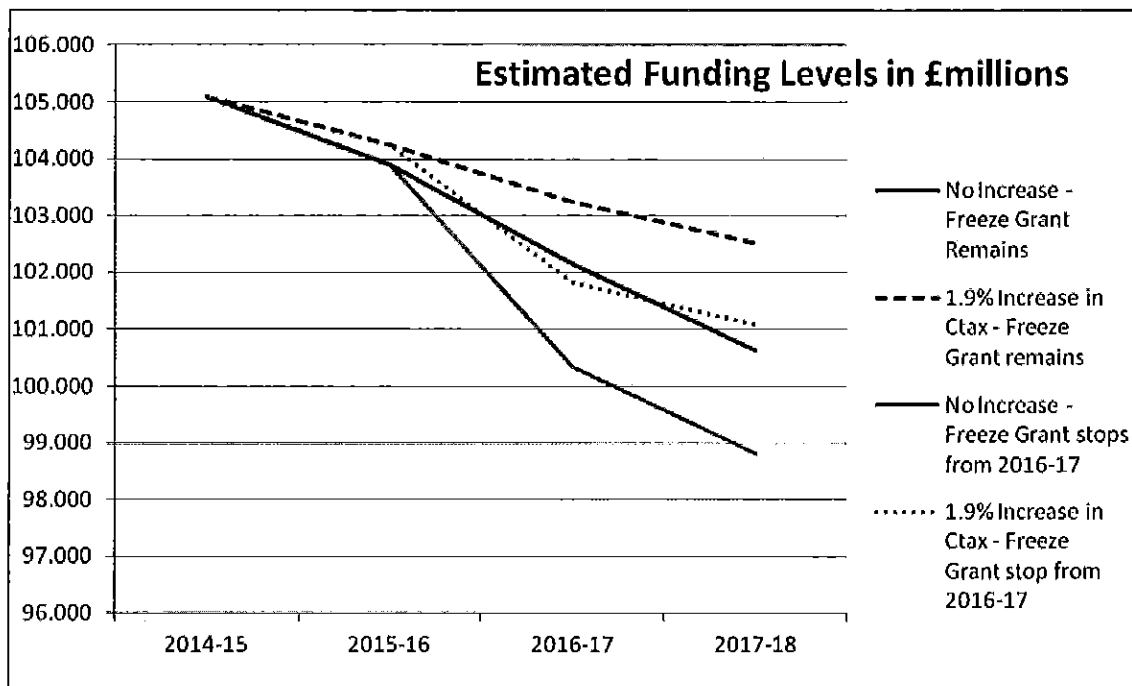
1.9% Increase	2015-16	2016-17	2017-18
Central Funding	£64.375m	£62.441m	£60.668m
Local Funding	£39.623m	£40.560m	£41.597m
Investment Income	£0.250m	£0.250m	£0.250m
Total Funding	£104.248m	£103.251	£102.515m
Total reduction/inc.	-1.1%	-1.0%	-0.7%

54. The tables assume that the Freeze Grants are consolidated in future funding throughout the period of the MTFs. If it is removed from 2016-17 the effect is;

No Increase	2015-16	2016-17	2017-18
Total Funding	£103.904m	£102.155m	£100.637m
Less Freeze Grant	-	-£1.811m	-£1.829m
Total	£103.904m	£100.344m	£98.808m
Total reduction/inc.	-1.4%	-3.4%	-1.5%

1.9% Increase	2015-16	2016-17	2017-18
Total Funding	£104.248m	£103.251m	£102.515m
Less Freeze Grant	-	-£1.424m	-£1.438m
Total	£104.248m	£101.827m	£101.077m
Total reduction/inc.	-1.1%	-2.3%	-0.8%

55. The graph below shows the impact council tax levels has on funding and how important the continual funding of the freeze grants is ;



56. It is necessary to consider the impact of different scenarios. The impact on the 2014-14 finances is shown below;

Scenario	Impact on 2015-16 MTFs Figures
The Central funding cash cut is 4.8% rather than 3.8%	Funding reduces by £0.650m
The Central funding cash cut is 2.8% rather than 3.8%	Funding increases by £0.650m

Impact of Reduced Funding Allocations

57. The MTF5 assumes that the reductions in finances tabled under paragraph 52 are split equally across current funding allocations. Appendices Ai and Aii report the funding splits over the 3 years. The table below shows the impact of the reduction forecast for 2015-16 of 1.4% or 1.0% under the two council tax options. This is with no impact on the External Commissioning funding;

	2014-15 Revised Allocation	2015-16 Allocation 1.9% Ctax	Reduced Allocation 1.9% Ctax	2015-16 Allocation 0% Ctax	Reduced Allocation 0% Ctax
OPCC Office cost	£0.709m	£0.701m	£0.008m	£0.699m	£0.010m
OPCC Capital cont (RCCO)	£0.739m	£0.731m	£0.008m	£0.728m	£0.011m
OPCC Ext. Commissioning	£1.004m	£1.004m	£0.000m	£1.004m	£0.00m
CC Allocation	£102.947m	£101.812m	£1.135m	£101.472m	£1.475m
Total	£105.399m	£104.248m	£1.151m	£103.903m	£1.496m

58. The specific Victims and Restorative Justice grants mentioned in paragraph 40 are in addition to the £1.004m available for external commissioning.

59. As 98% of the funds received by the OPCC are allocated to the CC it is inevitable that the reduction in central funding will impact the CC the hardest. Depending on the level of funding the table shows the CC allocation reducing by either £1.1135m or £1.475m.

60. When considering inflationary pressures and other unavoidable costs the savings required by the CC will be considerably higher than these figures. Appendix B reports the budget requirement for the CC. Depending on the council tax levy it identifies a savings requirement for the CC of £2.407m or £2.747m in 2015-16,

61. Assuming the PCC decides to split the funding reduction equally the CC's savings requirement is forecast to be £10.249m or £12.087m over the 3 year period (paragraph 14 of Appendix B reports in more detail). This is before any shortfall from the 2014-15 savings requirement is added (currently forecast as £0.386m).

62. With both funding options the savings required to be delivered by the CC are significant. These savings requirements are in addition to the £15m saved in the 4 year period from 2010-11.

63. The CC efficiency/savings strategy surrounds collaboration and empowerment. More detail on savings plans is included in the CCs Budget Requirement (Appendix B).

Capital

64. The Capital Plan is funded from capital balances brought forward, transfers from reserves, annual grant, capital receipts and revenue contributions to capital. The opportunity to borrow funds under the Prudential Code does exist. However to date this has not been necessary and this remains the case for the period of this MTF5.

65. If in the future the PCC does decide to enter into borrowing, the revenue consequences of paying back the borrowing along with associated interest should not be overlooked.
66. The base budget for 2014-15 allows the Authority to supplement the capital programme with a £0.739m revenue contribution to capital (RCCO). This can change if approved by the PCC (In 2014-15 an additional £63,000 transfer from revenue has been agreed). Paragraph 56 shows this reducing each year in line with the funding reduction.
67. Appendix D shows the Capital Plan for the next 3 years. This is the plan approved at the Commissioners Monitoring Board in October 2014 adjusted for the reduction in RCCO (assuming a 1.9% council tax increase). This plan shows capital grant of £0.968m in each financial year. This is in line with information provided by the Home Office in February 2013 and is subject to revision.
68. Based on this level of funding and the approved capital expenditure programme the plan identifies cumulative balances at the end of each year as below;

	2015-16	2016-17	2017-18
Balance available	£0.967m	£2.076m	£1.475m

69. These balances rely on £5.742m of capital receipts. These surround the sale of property at Corsham, Chippenham and Salisbury. Slippage surrounding the date that the actual receipts are received and the sale value is a risk.
70. It is expected that the capital balances will be needed to finance future development in estate and ICT. Funding is now included for the Salisbury Facilities Project based on estimates as at October 2014. The budget requirement for this project is expected to be revised in 2015 when tenders are received to build the custody.
71. Each year the PCC undertakes a number of planned maintenance programmes to increase the life of assets. This can be upgrading assets such as lifts or undertaking substantial works. It is proposed to fund substantial programmes via capital, programmes. Below this value will be funded by revenue. The plan allows £0.100m per year for these substantial programmes from 2015-16.
72. The refresh ICT programme is based on a need to significantly improve the ICT infrastructure. Working with Wiltshire Council we are benefiting from their experience in facilitating remote working and generally delivering fit for purpose ICT. Using their experience and by working alongside other forces in the procurement of police specific systems it is expected to lead to a reduction in revenue costs. In recognition of the under investment in ICT in previous years the plans allow £500,000 for yet to identified ICT investment. These funds can only be used after PCC approval.
73. The Fleet strategy is based on the Policing Model. This has enabled a reduction in response vehicles. The strategy also includes the use of framework vehicles to reduce cost. This is now in place for our high volume vehicles. Further work on the remainder of the fleet remains on-going with the South West Police Procurement Department leading. This should reduce cost and lead to more standardisation across the region.
74. The Financial Health Indicators expect that across the plan the funding for replacement and maintenance programmes will be funded by annual grants and revenue contributions. The plan identifies that for the period 2015-16 to 2017-18 the income

from grant and revenue will be £5.078m compared to estimated replacement costs of £5.459m (including part of the ICT refresh programme), a difference of £0.381m. This means that currently the indicator is not met

Risks and Reserves

75. The assessment of risks and the setting of appropriate levels of reserves is an essential element of medium term financial planning.

76. When setting budgets and future plans it is essential to ensure that they are both affordable and sustainable.

77. The risks may be categorised in three ways:

- Local small level risks, where they would be accommodated within devolved budgets
- Significant risks which can be covered by insurance cover
- Larger risks which, if they occurred, would need to be funded from reserves in the knowledge that they would have a significant impact upon the next year's budget setting process.

78. With Policing being an emergency service there is always the risk that one incident could result in costs of £1m or more. The Home Office do provide some cover for large incidents agreeing to provide special grant for cost over 1% of budget. This does alleviate some of the need for the PCC and CC to hold a high level of reserves.

79. A Reserves and Provisions Policy has been produced by the PCC in association with the CC. This policy states the purpose of reserves and the principles in how they are used. The policy is in line with the CIPFA (Chartered Institute of Public Finance and Accountancy) best practice. This is included under Appendix E.

80. To cover large scale risks the PCC's stated position, reported in the reserves policy, is to hold a minimum general reserve of 3% of budget (£3.1m). As at 1 April 2014 the general reserve was £3.1 therefore in line with the policy.

81. The PCC holds other specific earmarked reserves for specific risks e.g. Insurance. The estimated level of reserves for these is reported in Appendix E.

82. The largest reserve in the capital development reserve. This is required to finance the capital plan and is £13.192m at 31 March 2014.

83. The PCC's investment reserves exist to provide funding for projects which will improve the service provided to the public or will lead to a reduction in revenue costs in the medium term, examples of these reserves and their purpose is shown below;

- The Community Safety Innovation Reserve – enables the PCC to commission services from organisations who believe that with a certain level of funding they can assist the PCC in delivering the 6 objectives within his plan.

- The Restructure Reserve – finances costs incurred in delivering the savings required by the CC. Expenditure can finance redundancy costs, office changes, etc...

84. All reserves are 'one-off' funds and can only be used for investments which do not have on-going revenue consequences.

85. The Financial Health Indicators allow the PCC to monitor reserve levels, ensuring they are neither too high nor too low. Annually the appropriateness of reserves is considered by the PCC's Chief Finance Officer. His judgement is based on an assessment of the strategic, financial and operational risks facing the PCC.

PCC's Conclusion

86. The MTFS is a living document. It changes as information is received concerning costs, funding and service delivery requirements. The MTFS will be reviewed annually and is the cornerstone of the budget planning cycle.

PCC for Wiltshire Medium Term Financial Plan

Council Tax Increase 1.90%

Financial Year >>>>>>	15/16 <i>£million</i>	16/17 <i>£million</i>	17/18 <i>£million</i>
Estimated Funding Available to the PCC			
Main Police Grant	38.271	36.950	35.768
DCLG Funding	20.806	20.140	19.496
Freeze Grant 11/12	0.407	0.411	0.415
Freeze Grant 13/14	1.003	1.013	1.023
Freeze Grant 15/16	0.000	0.000	0.000
Localisation Grant	3.888	3.927	3.966
Total Central Funding	64.375	62.441	60.668
CT Surplus	0.606	0.404	0.269
Precept	39.017	40.156	41.328
Contribution from reserve	0.000	0.000	0.000
Total Grant and Precept Funding	103.998	103.002	102.266
Investment Income	0.250	0.250	0.250
Total Income available to PCC	104.248	103.252	102.516
Reduction in Total Funds Available	-1.1%	-1.0%	-0.7%
<i>Central Funding Reduction</i>	<i>-3.8%</i>	<i>-3.0%</i>	<i>-2.8%</i>
Band D Council Tax	163.98	167.09	170.27
Increase per Band D household	3.06	3.12	3.17

Allocation of Funding

Assuming that funding reduction is split equally across all current allocations

OPCC - Office costs (less inv inc)	0.701	0.694	0.689
OPCC - Capital Contribution	0.731	0.724	0.719
OPCC - External Funding allocations	1.004	1.004	1.004
OPCC - Chief Constable allocation	101.812	100.829	100.104
Total Allocation	104.248	103.252	102.516

PCC for Wiltshire Medium Term Financial Plan

Council Tax Increase 0.00%

Financial Year >>>>>>	15/16 <i>£million</i>	16/17 <i>£million</i>	17/18 <i>£million</i>
Estimated Funding Available to the PCC			
Main Police Grant	38.271	36.950	35.768
DCLG Funding	20.806	20.140	19.496
Freeze Grant 11/12	0.407	0.411	0.415
Freeze Grant 13/14	1.003	1.013	1.023
Freeze Grant 15/16	0.383	0.387	0.391
Localisation Grant	3.888	3.927	3.966
Total Central Funding	64.758	62.828	61.059
CT Surplus	0.606	0.404	0.269
Precept	38.290	38.673	39.059
Contribution from reserve	0.000	0.000	0.000
Total Grant and Precept Funding	103.653	101.905	100.387
Investment Income	0.250	0.250	0.250
Total Income available to PCC	103.903	102.155	100.637
Reduction in Total Funds Available	-1.4%	-1.7%	-1.5%
<i>Central Funding Reduction</i>	<i>-3.2%</i>	<i>-3.0%</i>	<i>-2.8%</i>
Band D Council Tax	160.92	160.92	160.92
Increase per Band D household	0.00	0.00	0.00

Allocation of Funding

Assuming that funding reduction is split equally across all current allocations

OPCC - Office costs (less inv inc)	0.699	0.687	0.677
OPCC - Capital Contribution	0.728	0.716	0.705
OPCC - External Funding allocations	1.004	1.004	1.004
OPCC - Chief Constable allocation	101.472	99.748	98.251
Total Allocation	103.903	102.155	100.637

The Chief Constable's Budget Requirement

Introduction

1. In 2014-15 the PCC allocated the CC £102.947m to police the county. This funded staffing of 1019 Police Officers, 138 Police Community Support Officers (PCSO's) and 907 Police Staff. Due to vacancies a current underspend of £1.2m is forecast for the year. Once these vacancies are filled no underspend is expected.

Funding

2. The CC's plans directly relate to the funding provided by the PCC. Whilst the PCC has yet to agree the exact funding allocated, the CC's MTFs will assume the funding available is that reported in the PCC's MTFs. This is reported in the table below;

	2015-16	2016-17	2017-18
CC Funding at 1.9% Council tax Increase	£101.812m	£100.829m	£100.104m
CC Funding at 0% Council tax Increase	£101.472m	£99.748m	£98.251m
Variance	£0.340m	£1.081m	£1.853m

3. In 2015-16 the CC expects to benefit from 2 specific grants, Swindon PFI and the Security Grant. These grants total £3.2m per annum.

Expenditure

4. In 2014-15 the PCC set an overall budget of £105.099m. After removal of £1.616m of costs allocated to the PCC (under the national Police Objective Analysis (POA) guidelines) and £0.739m of capital financing the CC was left with £102.744m. For budgeting purposes the allocation was £102.947m – the difference of £0.203m relates to costs allocated to the PCC locally but when allocated under the POA is nationally determined as a cost of policing.
5. The table below shows how the CC allocated the £102.744m (POA);

	Officer FTE	Staff FTE	Total FTE	% of Staff	£m	% of Budget
Local Policing	497	172	669	33%	29.692	29%
Dealing with the Public	12	195	207	10%	6.918	7%
Criminal Justice	31	145	176	9%	7.674	7%
Road Policing	43	4	47	2%	2.529	2%
Ops Support	68	5	73	4%	4.757	5%
Intelligence	26	53	79	4%	3.705	4%
Investigations	268	153	421	21%	19.508	19%
Investigative Support	3	41	44	2%	2.715	3%
National Policing	25	12	37	2%	0.825	1%
Support Functions	40	231	271	13%	23.691	23%
Pensions	0	0	0	0	0.730	1%
	1013	1011	2024	100%	102.744	100%
Reserves used					-0.000	
					102.744	

6. Each year the Force reviews its spending levels against other forces using HMIC's Value for Money profiles. These profiles show our level of investment in policing and compares these against a national average and the average of similar forces. In 2014-15 the profiles show Wiltshire as low cost, this is mainly due to a low level of funding. The headlines from the draft profiles include:

- Wiltshire's spend per head of population is £154. The national average is £179 and £172 for similar forces. Wiltshire's spend is the 3rd lowest in the country.
- Wiltshire's central funding per head of population is £99. £122 is the national average, £108 for similar forces. Wiltshire's funding is the 6th lowest in the country.
- Wiltshire's Support Service spend per head of population is £35.40. similar forces average is £38.40, a difference of £3.00. National average is £36.10 a difference of £0.70.
- Wiltshire's percentage of frontline officers in visible roles is 61%, compared to a national average of 60%.

7. Whilst the above POA table shows how the funding was allocated per area of policing the table below shows the breakdown of cost between salaries and other costs.

	£m	
Staff and Employee Costs	85.079	79%
Premises	6.447	6%
Transport	3.454	3%
ICT	2.619	2%
Surgeons and Forensics	925	1%
Other Costs	8.443	8%
Pensions	0.715	1%
Gross Cost	107.682	100%
Income	-4.735	
Net Cost	102.947	

8. Appendix Bi show the cost increases and cost reductions expected to be faced by the CC over the next 3 years. These financial plans are based on general inflation increases of 1.5%, pay inflation of 1% and utilities inflation of 3.5%.
9. The CC Financial Plan includes growth of a Special Co-ordinator and a Volunteers Co-ordinator. This decision is in line with the PCC's view that the CC needs to engage the public in helping keeping Wiltshire and Swindon safe.
10. The plans also identify a requirement to increase the funding for work surrounding Transformation and Systems Thinking. Work using the Systems Thinking methodology is expected to lead to reductions in waste (inefficiencies) and deliver better services to the public.
11. Following the restructure of the Force at the beginning of this financial year it was identified that as a temporary measure a number of additional Inspectors were required. It was agreed by the CC and Senior Command Team that this was a transition requirement and that the posts would be removed by 31 March 2015. This agreement is important as the permanent increase in Inspectors would lead to growth of £0.568m. In line with the expectation that these posts will be removed no allowance is included in the MTFS.
12. During 2014 the police alongside public sector partners have been trying to identify the impact of the proposed military population expansion within the county. Initially the organisations response will be to create 2 Military Community Police Team posts (MCPT) in 2015-16 to delivery a Neighbourhood Policing (NP) response to the military community. These posts have been temporarily funded from the existing NP establishment. In 2016-17 or 2017-18 this team will need to be increased. Additional funding via Council Tax for the population increase is forecast to be in the region of £250,000. It is unclear what the actual officer requirement will be but there is a significant risk that demand will exceed those resources fundable within the £250,000 envelope. Costs and funding have not been included in any calculations for this plan on the assumption that they will cancel each other out. However there is a risk that they will not. There is also a risk that costs may incur before funding increases. Only once these additional personnel have been relocated to Wiltshire will we see an increase in the funding. Indications are that the bulk of the personnel will relocate to the county in 2017-18. This situation will be kept under review.
13. In the previous MTFS the issue of possible National Insurance increases resulting from national pension changes was highlighted. At that stage it was expected that the Government would make amendments to the system to negate the impact. No further information has been received from the government so we must now include these additional costs in the MTFS. These National Insurance increases will be required due to the reforms to the State Pension which are being introduced from 1st April 2016. This will affect all forces and all public sector employers. These plans will abolish 'contracted out' for employees in defined benefit schemes, thereby, leading to an increase in the employer contributions required. Where this is affecting private sector employers the Government advice has been to consider offsetting this increase cost through a review of scheme benefits/contribution rates. In the public sector we are expected to simply pick up this additional cost. At a cost of £2m this is significant to the future funding of the Force.

14. As the PFI funding for our helicopter has now come to the end of its term we will be moving to the new National Helicopter contract supplied by NPAS. This will create savings when comparing existing staffing levels and flying hour charges against the charge which NPAS will make for them to deliver the service to us.
15. In recent years Support Staff pay has been underspent. This is not as a result of vacancies being held open to release as savings at the appropriate time, but is as a result of vacancies not being filled straight away. As part of the budget setting process a 1% vacancy factor is deducted from pay costs in Support Staff pay to compensate for this element of underspend. In 2014-15 there has been an increase in staff movement which has resulted in a significant underspend. It is therefore proposed to increase the vacancy factor to 3%. This would release £0.626m of funding.
16. Each year some of our officers retire, these are paid at the top of their grade. These officers are then replaced in the organisation by new recruits who are paid at a much lower rate. Winsor reforms increase the variance between the top and bottom grades. Therefore significant savings are made when a retiring officer is replaced by a new recruit. This saving is now included within the CC's financial plans.

Funding Shortfalls

17. When comparing these estimated budget requirements against the finances expected to be available from the PCC a savings requirement is identified, the tables below show the level of savings required;

No Increase	2015-16	2016-17	2017-18	Total
Estimated Expenditure	£104.219m	£105.216m	£102.123m	
Estimated Funding	£101.472m	£99.748m	£98.251m	
Shortfall	£2.747m	£5.468m	£3.872m	
Shortfall BFWD (prev yr)	£0.386m			
Estimated Shortfall	£3.133m	£5.468m	£3.872m	£12.473m

1.9% C.Tax Increase	2015-16	2016-17	2017-18	Total
Estimated Expenditure	£104.219m	£105.558m	£103.217m	
Estimated Funding	£101.812m	£100.829m	£100.104m	
Shortfall	£2.407m	£4.729m	£3.113m	
Shortfall BFWD (prev yr)	£0.386m			
Estimated Shortfall	£2.793m	£4.729m	£3.113m	£10.635m

18. The estimated savings requirement of £12.473m or £10.635m is on top of the savings of £15m delivered in the last 4 years. These savings have been produced by the 2010 Vision Plan and Management Structure review. They have broadly required all middle and back off services to reduce by 15%-20%. Whilst the force can continue to reduce in this manner it is not considered appropriate and would likely lead to an ineffective service to the public.

Efficiency Strategy

19. In February 2014 a 2 year efficiency strategy was agreed by the CC to cover the financial years 2014-15 and 2015-16. If delivered the strategy would save £4.054m in

2014-15 and £3.243m in 2015-16. This was the basis of the 2014-15 budget and £4m has been delivered. This strategy has been further developed this year.

20. The table shows the savings plans per theme for 2015-16;

Theme	Total Savings
Regional Collaboration (RC)	£0.750m
Wiltshire Integration (WI)	£1.337m
Local Savings (LS)	£0.535m
Total	£2.622m

21. With a need to deliver savings in the region of £2.793m (1.9% Council Tax Increase) or £3.133m (no council tax increase) a savings strategy is required. By delivering the strategy above there will a financial gap for 2015-16 of £0.171m if the Council Tax increase is 1.9%. If no council tax increase occurs a further £0.511m of savings will need to be identified.

22. There are risks in the detail of this and previous strategies which rely on partnership work. For instance the previous years plan relied on £0.386m of savings to be delivered via the Strategic Alliance with Wiltshire Council. With the alliance not moving as fast as originally expected this saving has not been delivered.

23. The new strategy proposes the following savings for 2015-16;

	Theme	2015-16
Forensics Collaboration	RC	£0.200m
Tri Service Regional Collaboration	RC	£0.250m
Procurement Collaboration	RC	£0.300m
IT Strategic Alliance	WI	£0.110m
Estates Collaboration	WI	£0.250m
Local Policing IT Efficiencies	WI	£0.810m
Call Handling/CMU consolidation	WI	£0.167m
Command Savings	LS	£0.140m
Mobile and Remote	LS	£0.095m
General Efficiencies	LS	£0.300m
		£2.622m

24. In delivering a new, agile, workforce visibility and service has improved. In light of this and the savings requirement the Chief Constable has asked for work to review the local policing requirement (Response and Neighbourhood Policing). With a target to deliver over £0.800, of savings there will be a need to reduce the establishment.

25. It has been acknowledged that the Government's austerity plans will require further savings to be made. Based on this the Senior Command Team are now using these themes to identify the savings will be required in 2016-17 and 2017-18.

26. Whilst further savings are required and some of these savings may come from a reduced number of police officers (collaboration and structure efficiencies) it is important to agree a recruitment strategy. Each year over 40 police officers leave the force (retirements and resignations), therefore to agree to a strategy of 2 in-takes per

year seems appropriate. Each in-take can be flexed to between 15 and 20 with transfers in used as a way of topping up numbers when necessary.

27. There is a risk that we will end up with more officers than we can afford. However this is a small risk with the continuing outflow of retirements mitigates the possibility of a large overspend. Any small overspends in year can be managed by use of reserves.
28. A regular in-flow of new recruits is seen as a positive way of managing officer numbers. The switching on and off of recruitment has left us in the past with gaps in officers which have taken over 18 months to close. A large influx of probationers at one time also results in training and mentoring problems.
29. Police Staff numbers continue to vary depending on leavers and the saving plan. With recruitment being adhoc no specific strategy is proposed or required.

CC's Conclusion

30. The CC's MTFs identifies a strategy to close the funding gaps expected over the next two years if a 1.9% Council Tax increase strategy is agreed. There are risks that the savings will not be achieved. The biggest risk to this is partnership failure as working with councils and other police forces is expected to help deliver large savings.
31. If the PCC's preference is for a 0% Council Tax strategy it will increase the savings target which is a concern. The risk however with this strategy surrounds future savings requirements, by not increasing the council tax base will lead to larger savings requirements. With these being in excess of £7.5m for 2016-17 and 2017-18 any strategy which increases this target is not desired.

Chief Constables Financial Plan

Based on Council Tax Increase 1.90%

	14/15 £million	15/16 £million	16/17 £million
Expenditure BFWD	102.948	101.812	100.829
Local partnership funding to OPCC	0.000	0.000	0.000
Revised Expenditure Carried Forward	102.948	101.812	100.829
Cost Increases			
Inflation estimate	1.053	1.135	1.141
Spinal Point Increases	0.795	0.795	0.795
Increase in Bank Holidays	0.162	0.000	0.540
Specials Co-ordinator	0.026	0.000	0.000
Volunteers Co-ordinator	0.026	0.000	0.000
Head of Performance Post	0.043	0.000	0.000
Systems Thinking Personnel	0.175	0.000	0.000
Fixing of Specific Grants	0.075	0.075	0.075
1% Local Gov Pension Increase	0.246	0.246	0.000
Increase in NI (Pensions Bill)	0.000	2.052	0.000
Victim Care Team (net)	0.099	0.000	0.000
Unidentified Policing Pressures	0.100	0.250	0.250
Total increases in Expenditure	2.800	4.553	2.801
Cost Reduction			
Reduced Rent Allow & Comp Grant	-0.151	-0.226	-0.119
Reduction in Shift Allowance	-0.028	0.000	0.000
Winsor Review Impact - CRTP	-0.124	-0.124	0.000
Reduction in Bank Holidays	0.000	-0.162	0.000
Helicopter Trf to NPAS from 1/2/2015	-0.432	0.000	0.000
Increase Vacancy Factor for Staff to 3% from 1%	-0.626	0.000	0.000
Spinal Point impact of new recruits	-0.168	-0.295	-0.295
Total reductions in Expenditure	-1.529	-0.807	-0.414
Contributions to or from Reserves	0.000	0.000	0.000
Savings Required = '1' / Growth Available	-2.407	-4.729	-3.113
New Requirement	101.812	100.829	100.104
Inflation Assumptions			
Employees	1.00%	1.00%	1.00%
Income	2.50%	2.50%	2.50%
Utilities	3.50%	3.50%	3.50%
Other	1.50%	2.00%	2.00%

Chief Constables Financial Plan

Based on Council Tax Increase 0.00%

Financial Year >>>>>	14/15 <i>£million</i>	15/16 <i>£million</i>	16/17 <i>£million</i>
Expenditure BFWD	102.948	101.472	99.748
Local partnership funding to OPCC	0.000	0.000	0.000
Revised Expenditure Carried Forward	102.948	101.472	99.748
Cost Increases			
Inflation estimate	1.053	1.132	1.130
Spinal Point Increases	0.795	0.795	0.795
Increase in Bank Holidays	0.162	0.000	0.540
Specials Co-ordinator	0.026	0.000	0.000
Volunteers Co-ordinator	0.026	0.000	0.000
Head of Performance Post	0.043	0.000	0.000
Systems Thinking Personnel	0.175	0.000	0.000
Fixing of Specific Grants	0.075	0.075	0.075
1% Local Gov Pension Increase	0.246	0.246	0.000
Increase in NI (Pensions Bill)	0.000	2.052	0.000
Victim Care Team (net)	0.099	0.000	0.000
Unidentified Policing Pressures	0.100	0.250	0.250
Total increases in Expenditure	2.800	4.550	2.790
Cost Reduction			
Reduced Rent Allow & Comp Grant	-0.151	-0.226	-0.119
Reduction in Shift Allowance	-0.028	0.000	0.000
Winsor Review Impact - CRTP	-0.124	-0.124	0.000
Reduction in Bank Holidays	0.000	-0.162	0.000
Helicopter Trf to NPAS from 1/2/2015	-0.432	0.000	0.000
Increase Vacancy Factor for Staff to 3% from 1%	-0.626	0.000	0.000
Spinal Point impact of new recruits	-0.168	-0.295	-0.295
Total reductions in Expenditure	-1.529	-0.807	-0.414
Contributions to or from Reserves	0.000	0.000	0.000
Savings Required = 'L' / Growth Available	-2.747	-5.468	-3.872
New Requirement	101.472	99.748	98.251

Inflation Assumptions

Employees	1.00%	1.00%	1.00%
Income	2.50%	2.50%	2.50%
Utilities	3.50%	3.50%	3.50%
Other	1.50%	2.00%	2.00%

Financial Health Indicators

Area	Indicator
Revenue	
The budget should be built on a solid base for future years limiting the use of one off funds to finance areas of continual cost.	The budget should not be funded via one off funds in excess of a 2% increase in precept
The budget and spend should be managed efficiently limiting the possibility of over or under spends	The over or underspend should not be more than 2% of budget.
The need to incur cost and the manner in which cost is occurred should be constantly reviewed. There is an expectation that efficiency savings are required to fund investment/balance the budget.	Efficiency savings of at least 3% of the budget should be achieved.
Reserves	
The general reserve should be sufficient to finance large scale problems which may be encountered by the Force.	The general reserve should be at least 3% of budget
The other revenue reserves held by the Authority should be at a reasonable level and should not be excessive.	The other revenue reserves should not exceed 3% of budget.
Capital	
The capital maintenance and replacement programme is an annual requirement and as such should be aligned with the funding available from grants and revenue contributions.	The revenue contribution from capital and annual capital grant should finance the maintenance programme in the capital plan period.
Capital plans should be realistic, achievable and timely. Development and Improvement projects must be backed by a business case with accurate timescales for expenditure.	Capital slippage should not exceed 25% of the capital budget.
The financing of capital should reflect the type of asset being purchased, i.e. long term assets can be financed by long term borrowing, short term assets are funded by annual funding or reserves.	Borrowing is only used for long term assets

Wiltshire Police and Crime Commissioner - Financial Plan

Capital Expenditure Plan

Financial Year >>>>>>	<i>bfwd</i> <i>£million</i>	<i>14/15</i> <i>£million</i>	<i>15/16</i> <i>£million</i>	<i>16/17</i> <i>£million</i>	<i>17/18</i> <i>£million</i>	<i>Cum</i>
Capital Financing						
Government Grant	0.000	0.968	0.968	0.968	0.968	3.872
Capital Reserve	13.192					13.192
Contribution from Reserves	0.000					0.000
Capital Receipts	0.000	2.562	1.550	1.630		5.742
Revenue Cont. to Capital (1.9%Ctx)	0.000	0.802	0.731	0.724	0.719	2.976
	13.192	4.332	3.249	3.322	1.687	25.782
Capital Expenditure (on a cashflow basis)						
Part A - Maintenance and Replacement Programme						
Vehicle Fleet	-0.083	0.913	0.913	0.913	0.913	3.569
Programmed Maintenance - Buildings		0.163	0.100	0.100	0.100	0.463
Airwave Handsets	0.051	0.550	0.035	0.035		0.671
Hi-tech crime unit computers	0.007	0.050	0.000	0.050	0.000	0.107
Emergency Contact Centre - Police Share		0.000	0.050	0.000	0.050	0.100
Operational Equipment (Taser)	0.086	0.050	0.000	0.050	0.000	0.186
Total Maintenance and Replacement	0.061	1.726	1.098	1.148	1.063	5.096
Part B - Development and Improvement Projects						
Minor Works - Building Improvements		0.075	0.075	0.075	0.075	0.300
Melksham Refurbishment		0.400	1.206			1.606
Salsbury Facilities (gross)		0.780	6.980	0.340		8.100
Video Conferencing	0.033					0.033
CCTV Gablecross	0.008					0.008
ECC/FCC Meridian Replacement	0.021					0.021
Performance System	0.033					0.033
Blackrock Firearms Training Facility	0.068					0.068
FIM	0.049					0.049
ECC Refurbishment Programme	0.335	1.000				1.335
Tasking and Briefing System		0.117				0.117
Airwaves Related systems	0.013					0.013
Total Development and Improvement	0.560	2.372	8.261	0.415	0.075	11.683
Part C - ICT Refresh Programme						
ICT Remediation Work Phase 2	0.000	0.504	0.000	0.000		0.504
Computer Desktops, Laptops, etc.	0.237	0.750	0.000	0.500	0.500	1.987
ICT Investment	0.000	0.500	0.500	0.000		1.000
Mobile Working	0.064	0.889	0.200	0.000		1.153
Protective Monitoring	0.116	0.000	0.000	0.000		0.116
Servers and Infrastructure (review o/s)	0.419	0.675	0.150	0.150	0.150	1.544
Hi Tech Crime Unit Storage and Servers	0.069	0.000	0.000	0.000		0.069
Storage Networks and Arrays	0.034	0.250	0.000	0.000	0.250	0.534
Communications Network	0.000	0.371	0.000	0.000	0.250	0.621
Total ICT Refresh	0.939	3.939	0.850	0.650	1.150	7.528
Total for Parts A, B and C	1.560	8.037	10.209	2.213	2.288	24.307
Surplus / Deficit (-) for Year	11.632	-3.705	-6.960	1.109	-0.601	1.475
Cumulative Surplus / Deficit	11.632	7.927	0.967	2.076	1.475	1.475

Wiltshire Police and Crime Panel

15 January 2015

Task Group update

Purpose

1. To provide an update on recent PCP task group activity and propose any decisions requiring Panel approval.

Volunteers and Special Constables Task Group

Membership

Cllr Glenis Ansell
Cllr Andrew Bennett
Cllr Richard Britton
Mr Malcolm Grubb (Chairman)
Cllr Peter Hutton

Terms of Reference

The Task Group's review focused on two key themes:

- a) Special Constables
- b) Community Safety Volunteers and 'Watch' schemes.

Activity

2. In June 2014 the task group submitted its final report to the PCC. It contained 7 key recommendations to which the PCC responded on 4 September 2014.
3. In order to monitor implementation of the task group's recommendations (where appropriate) the Panel Chairman has now submitted a series of questions to the PCC asking for updates in the relevant areas. These questions are attached at **Appendix 1**.

Licensing Task Group

Membership

Cllr Richard Britton (Chairman)

Cllr Chris Caswill
Mr Chris Henwood
Cllr Linda Packard – co-opted task group member

Terms of Reference

To explore how, working with partners as appropriate, the Commissioner intends to:

- ensure that only responsible applicants are licensed by local authority licensing committees;
- encourage and support the responsible management of licensed premises
- identify licensed premises that are being managed irresponsibly;
- take a “firm approach” with licensed premises identified as being managed irresponsibly.

To consider whether any of his intended measures could be enhanced and make recommendations in support of the Commissioner’s objective to reduce the harm caused by irresponsible licensed premises.

Activity

4. The task group’s final report was submitted to the Commissioner on 10 December 2014 and a response requested. The final report is attached at **Appendix 2**.

Police Performance Review Working Group

Membership

Cllr Julian Johnson
Cllr Andrew Bennett
Chris Henwood
Cindy Creasy

Activity

5. Recent quarterly performance reports to the Panel have briefed members on the direction of Wiltshire Police’s ongoing performance review. The PCC has reported an aspiration that a new style of performance reporting to the Panel, more in keeping with the principles established by the review, will take effect from 1 April 2015.
6. In October 2014 a small working group of Panel members was invited to meet with the Police’s Business Improvement Team and hear about the Force’s review of its performance culture. The working group met for the first time on 15 October 2014 and the following was discussed:

- A central question is “What is quality and how do we measure it?”
 - Police staff must understand any targets or thresholds for them to be effective. This requires appropriate training and clear communication.
 - Targets or thresholds set high up in the hierarchy do permeate the performance culture further down the organisation.
 - ‘Bad’ performance should not to be feared or denied. It should be understood and responded to appropriately.
 - The performance culture must enable the public and the Panel to be assured of the police’s effectiveness in an evidence-based way.
7. The working group met for the second time on 19 December 2014 for further discussions with the OPCC and the Police Business Improvement Team. The working group considered examples of how other bodies monitor Police performance including:
- HMIC
 - Wiltshire Police’s internal monitoring arrangements
 - Other Police and Crime Panels (e.g. Derbyshire, which has recently revamped its performance monitoring framework)
8. The working group will meet again in February to begin to define what future performance reports to the Panel should look like. In redesigning the most effective performance framework for the Panel, working group members have identified the following as key questions for consideration:
- a) Does the current performance report’s ‘traffic light’ rating system give a meaningful measure of performance and/or outcomes and should it remain?
 - b) Should the performance indicators reported always be the same, or should they only be included by exception i.e. when they show a meaningful change in activity or outcomes?
 - c) Is the set of performance indicators agreed by the Panel and OPCC two years ago still relevant and appropriate?
 - d) Should performance data relating to all six outcomes in the PCP’s Plan be considered at every quarterly meeting, or should each performance report focus on one or two outcomes?
 - e) Should the new performance report place more emphasis on what the **Commissioner** has done to drive performance, as opposed to what the Force has done? If so, how?

f)How can the new performance report monitor the Commissioner's understanding and prioritisation of the public's concerns?

Proposed Terms of Reference

9. Following discussion of how the working group could add most value, members would like to propose the following terms of reference for endorsement:
- a) To monitor implementation of the Police's performance culture review on the Police and Crime Panel's behalf, reporting back to the Panel as appropriate.
 - b) To provide constructive input on the Police performance culture review to the Police and Crime Commissioner as appropriate.
 - c) To work with the Police and Crime Commissioner to agree a performance reporting mechanism that enables the Panel to effectively monitor delivery of the Police and Crime Plan. This mechanism should emphasise contributing to a culture of achieving positive outcomes, rather than a culture of perverse incentives.

Regional Collaboration Task Group

10. At its meeting on 19 November 2014 the Panel decided upon the issue of the increasing number of collaborations between regional police forces as the subject of its next task group exercise. A report proposing terms of reference and a methodology is attached at **Appendix 3** for endorsement.

Proposal

The Police and Crime Panel are asked to

- 1. Note the update on task group activity provided;**
- 2. Note that the Panel Chairman has submitted a series of questions to the PCC asking for updates on issues raised in his response to the Final Report of the Volunteers and Special Constables Task Group;**
- 3. Note the Final Report of the Licensing Task Group and that this has been submitted to the PCC and a response is awaited.**
- 4. Endorse the terms of reference proposed for the Police Performance Review Working Group;**

5. Endorse the terms of reference proposed for the Regional Collaborations Task Group (Appendix 3).

Report author: Henry Powell, Senior Scrutiny Officer,

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Appendices

- | | |
|------------|--|
| Appendix 1 | Questions submitted to the PCC asking for updates on issues raised by the Volunteers and Special Constables Task Group |
| Appendix 2 | Final Report of the Licensing Task Group |
| Appendix 3 | Proposed terms of reference for the Regional Collaborations Task Group |

Follow-up review of the Volunteers and Special Constables Task Group's recommendations

Introduction

In June 2014 the PCP's Task Group on Volunteers and Special Constables submitted its final report to the PCC. It contained 7 key recommendations to which the PCC responded on 4th September 2014.

The PCP now wishes to ascertain the status of those recommendations in terms of implementation and would be grateful if the Commissioner would provide answers to the following questions.

Recommendations

1 Clearly define how Special Constables will be attached to communities.

In his response the Commissioner explained the model of the employment of Specials which had been used in Trowbridge and told us that this model was to be rolled out across the County.

Please could the Commissioner confirm that the Chief Constable agrees this model as being the one to be rolled out across the County and Swindon?

Could the Commissioner tell us how many NPTs now have a team of Specials attached to them?

2 Agree an appropriate number of Special Constables and develops a strategy and implementation plan for the recruitment, retention and training of Special Constables.

Could the Commissioner confirm that his target of having 300 Specials is now agreed with the Chief Constable?

To what extent has the force's Action Plan:

- reduced the training time for new recruits using e-learning?
- been successful in improving retention of Specials?
- increased the number of hours contributed by Specials?
- increased the number of Specials qualified for independent patrol?

3 Uses available national guidance and the experience of the Kent Constabulary to explore opportunities for achieving best practice in the recruitment, training and deployment of Special Constables.

In his response the Commissioner contrasted the current training programme of weekend training for around six months to having an intensive three week period at the beginning of the training period which has been trialled by Devon and Cornwall.

Which approach is now being followed by Wiltshire Police?

4 The Task Group recommended that the Commissioner considers various methods of recruiting, utilising and recognising the contribution of Volunteers.

In response the Commissioner referred to the work of the force Lead on Volunteers, Scott Bateman, to whom the Panel's recommendations were passed.

Is use now being made of the Volunteer Centre Wiltshire to help develop and enhance the Constabulary's use of volunteers?

Has the force signed up to the Valuing Volunteering Promise?

Has, or will, the force introduce a time credits scheme to recognise the work of the many police officers who take part in unpaid voluntary work?

Is any work being done to encourage employers to support and promote the recruitment of Police and Community Safety volunteers from within their workforces?

5 Confirms that Neighbourhood Alert will: (a) Be implemented with crime-reduction as its central purpose; (b) Be used to reinvigorate the Neighbourhood Watch schemes across Wiltshire and Swindon; and (c) co-ordinate the growing number of different 'Watch' schemes.

How far has the system been rolled out across the Area Boards and Localities?

Please illustrate how the system is being used to reinvigorate Neighbourhood Watch.

To what extent is the Commissioner's ambition to integrate the other 'Watch' schemes being realised?

6 The Panel acknowledged that achieving Neighbourhood Alert's full potential as a crime-reduction tool will require active and on-going commitment from Neighbourhood Policing Teams.

To what extent is the Neighbourhood Alert system being 'driven' by the NPTs?

How far has the PCC's Corporate Communications team got in training Neighbourhood Watch volunteers?

7 The criteria used to monitor and assess Neighbourhood Alert's effectiveness.

When does the Commissioner intend to call for a formal review of the effectiveness of Neighbourhood Alert using the criteria he supplied to the Panel's Task Group?

Wiltshire Police and Crime Panel

Licensing Task Group

November 2014

Final Report of the Licensing Task Group

Purpose

1. To present the conclusions and recommendations of the Licensing Task Group.

Background

2. On 6 March 2014 the Panel considered potential topics for focus through dedicated task and finish groups with the aim of supporting the Commissioner in the delivery of relevant parts of his [Police and Crime Plan 2013-17](#). Licensing was selected as the next topic for examination.

Terms of reference

3. The task group closely aligned its Terms of Reference to relevant parts of the Commissioner's Police and Crime Plan 2013-17, namely:
 - “[Broad objective:] To reduce the harm caused by irresponsible licensed premises”(page 9)
 - “[Key initiative:] Joint approach with local authorities to encourage management of responsible licensed premises coupled with a firmer crackdown on irresponsible ones” (page 9)
 - “[Objective:] To work with our local authorities to encourage responsible licensed premises and take a firm approach to licensed premises that abuse their position of social responsibility” (page 32)
 - “[Key new initiative:] Alcohol is a factor in far too many crimes and anti-social behaviour incidents. In addition to treatment services, I will work with partners to crack down on licensed premises that abuse their position of social responsibility. The partners, working together, can make use of the new licensing regime to reduce problems caused by irresponsible management. This is an area where we can achieve huge benefits for our communities if all agencies provide the necessary resources and coordinate their response.

Providing adequate police resources for this will be a priority for me.” (page 33)

So the Task Group decided to explore how, working with partners as appropriate, the Commissioner intended to:

- ensure that only responsible applicants are licensed by local authority licensing committees;
- encourage and support the responsible management of licensed premises
- identify licensed premises that are being managed irresponsibly;
- take a “firm approach” with licensed premises identified as being managed irresponsibly.

And consider whether any of his intended measures could be enhanced and make recommendations in support of the Commissioner’s objective to reduce the harm caused by irresponsible licensed premises.

4. The review addressed “licensing” in the sense of the Licensing Act 2003, which covers a number of “licensable activities” relating to the sale of alcohol, provision of regulated entertainment and provision of late night refreshment. It did not address “licensing” in the sense of gambling (Gambling Act 2005) or firearms (Firearms Act 1968).

Methodology

5. The Task Group met four times between May and November 2014. It originally comprised the following members:

Cllr Richard Britton – task group chairman
Cllr Chris Caswill
Cllr Brian Ford
Mrs Amanda Newbury
Cllr Linda Packard

6. Following the task group’s initial meeting it was decided that Mrs Newbury’s position as manager of a licensed premise within Wiltshire constituted a potential conflict of interest which would undermine the perceived objectivity of the task group’s work. Mrs Newbury therefore left the task group at this point and the task group wish to thank her for her valuable contribution at the review’s early stage.

7. In May Cllr Packard and Cllr Ford ceased to be a members of the Police and Crime Panel. Cllr Ford left the task group while Cllr Packard kindly agreed to remain as a co-opted member. Mr Chris Henwood subsequently joined, making the task group’s final membership as follows:

Cllr Richard Britton – task group chairman
Cllr Chris Caswill

Mr Chris Henwood
Cllr Linda Packard – co-opted task group member

8. The task group met with, or considered written evidence from, the following:
- Angus Macpherson, Wiltshire Police and Crime Commissioner
 - Kieran Kilgallen, Chief Executive, Wiltshire OPCC
 - Dave Bennett, Licensing Manager, Wiltshire Police
 - Naji Darwish, Head of Public Protection, Wiltshire Council
 - Linda Holland, Public Protection Team Leader (Licensing), Wiltshire Council
9. The task group also sought to meet with Swindon Borough Council's licensing team, but were unable to fix an appointment prior to the report's publication. This is regrettable because the task group has been unable to ascertain the nature of the licensing arrangements in Swindon, such as the liaison between the Police's licensing team and that of Swindon Borough Council.

a) Licensing applications

Evidence

10. Licensing Authorities are responsible for determining all applications under the Licensing Act 2003. For new premise licenses or license variations there is a 28-day consultation period during which responsible authorities and interested parties can raise objections, which should relate to one of the four objectives in the Act, which are:
1. Prevention of crime & disorder
 2. Public safety
 3. Prevention of public nuisance
 4. Protection of children from harm

The responsible authorities are:

- Wiltshire Police
- Wiltshire Fire & Rescue
- Planning
- Enforcing agency for health & safety
- Trading Standards
- Child protection agency
- Licensing Authority
- Public Health

(Councillors and members of the public can make representations in certain circumstances.)

11. Where no representations are made the license must be granted as applied for subject to conditions in the operating schedule. If valid representations are made the application must be referred to the relevant licensing authority's Licensing Committee to determine the application within statutory timescales.
12. Local authorities are able to make representations regarding applications on evidence drawn from the licensing team's data system or from documented evidence of historic issues with premises or applicant. The Police are able to use individuals' criminal records as evidence for their objections to license applications. The task group believes this happens only infrequently.
13. The licensing process is quasi-judicial and both applicant and objector are required to support their case with high quality evidence. The cases made by both sides are judged on their own merits and one side's case is not viewed as being inherently more valid than the other. Placing conditions on an application or refusing it all together without robust evidence can lead to the decision being successfully challenged in court, with the associated resource and cost implications for the licensing authority.
14. The Commissioner has expressed some frustration with the Police's lack of success in raising objections that lead to a license application not being granted. In part the Commissioner cites the legislation as the cause of this frustration due, in his view, to its emphasis on granting applications wherever possible. It can, for example, be very difficult to provide sufficient evidence linking historic irresponsible management at a licensed premise with a new application submitted under a different name. The Police therefore have to make an anticipatory judgement of the new applicant, which is a weak argument and rarely leads to the application being refused, despite any concerns the Police may have.
15. The Commissioner has also expressed some frustration with the level of evidence the licensing committees require before refusing an application. Wiltshire Council's licensing team have emphasised that without robust evidence of mismanagement or criminality, the licensing authority must grant the application. Denying someone the right to operate a business is a major step and requires evidenced reasons. There is also the question of proportionality: Minor incidents of criminality in an applicant's past would not necessarily justify the refusal of a license. Wiltshire Council's licensing team emphasise their work in supporting applicants to improve their application or management plan so that it meets the necessary standards. Once applications are granted, areas of concern can be monitored, and evidence of poor management can be gathered and legitimately challenged. Initially this tends to be through informal routes and then, if these are unsuccessful, through the license review process.

16. The task group is unclear on the Commissioner's own role in objecting to – or encouraging the Chief Constable to object to – licensing applications that he has concerns about.

Conclusions

17. Without high quality evidence that relates to the Act's licensing objectives there is a presumption in favour of granting licensed premise applications. This would seem to represent an obstacle to ensuring that only responsible applicants are licensed. Overall the Commissioner and the Police have a very limited ability to ensure that only responsible applicants are licensed (it should be noted that this is **not** an aspiration included in the Police and Crime Plan). It is clearly easier, and less liable to legal challenge, to approve applications and then monitor the management of those premises, taking supportive or enforcement action as necessary once evidence is available. However, it must be acknowledged that this approach potentially exposes communities to the impact of irresponsibly managed premises until successful enforcement action can be taken.
18. Evidence submitted by the Police to support their objections is not always of a standard that would, in the view of licensing committees, withstand legal challenge. The task group is not in a position to draw its own conclusions on this matter. However, it is mindful of the Police and Crime Panel's concerns regarding the proportion of prosecutions in Wiltshire that fail due to the quality of Police input; a statistic reported to the Panel on a quarterly basis.
19. The task group is not in a position to assess whether the two licensing authorities are unduly cautious in the level of evidence they require before refusing applications. Making such assessments would require a thorough understanding of licensing law and a detailed analysis of historic applications, which are not within the scope or capacity of the task group.
20. What is clear is that the Commissioner feels a degree of frustration in the difficulty the Police have in raising objections that lead to applications of concern being refused. This seems to suggest some lack of clarity between the Commissioner, perhaps the Force itself, and the licensing authorities, in terms of their expectations of the other party during the licensing process.

(See recommendations 1 and 2)

b) Monitoring the operation of licensed premises

Evidence

21. The Police and Crime Plan does not define "responsible management" or "irresponsible management" in terms of licensed premises. It also doesn't state how the "harm caused by irresponsible licensed premises" is defined and therefore how it is measured.

22. The quarterly performance monitoring scorecard brought to the Police and Crime Panel includes only one indicator relating explicitly to licensed premises: 'Number of Licensed Premises checks' carried out'. The Commissioner has reported previously that the figures for this indicator are unreliable because it is not known if officers record the visits consistently. Some of the Panel's performance reports have included further ad hoc information about Police activity in respect of licensed premises, for example: "Within the first nine months of 2013/14 there have been 46 (14 in Q3) interventions by licensing officers..." However, the task group is not aware if this kind of data is systematically monitored by the Commissioner.
23. The task group asked the Commissioner which crime types he uses to measure progress towards realisation of the licensing objectives in his Police and Crime Plan. It also asked what performance thresholds had been set to this end. In response the Commissioner referred the task group to the ongoing review of the Police's performance culture, which highlights how a culture of targets and quantitative measures can result in perverse behaviours. The Commissioner stated that recording the number of licensed checks conducted, test purchases carried out or review hearings taking place does not provide evidence on whether the system is working or demonstrates success. He reported it is "more important to focus on the use of interventions and the outcomes that these provide to demonstrate what works well and helps to reduce alcohol related violence." The task group therefore remains unclear about what data the Commissioner uses to monitor the delivery of his Plan objectives.
24. The Police's licensing team systematically monitors Incident Room Storm Logs and Niche reports for all incidents and crimes relating to licensed premises. This enables them to identify trends and, in collaboration with the local authorities and take action regarding specific premises that may be being managed irresponsibly. It also enables them to build an evidence base should formal action become necessary. The task group is not aware if/how the results of this analysis are then used by the Commissioner to enable an informed allocation of resources at a strategic level.
25. The task group met with the Commissioner to discuss the mechanism(s) in place through which he:
 - a) formally monitors licensed premises which are being managed "irresponsibly";
 - b) monitors the impact of "irresponsible" management, such as through the monitoring of certain crime types, and the analysis of those crimes to determine what proportion relate to licensed premises; and
 - c) having established the above, allocates appropriate resources.

However, it was not able to establish this.

Conclusions

26. Without a stated definition of "responsible" or "irresponsible management" it is not possible to measure the achievement of the aspirations to "encourage

responsible premises” or “take a firm approach with licensed premises that abuse their position of responsibility”. Without defined indicators – whether they be volume of police activity, crimes recorded or impact on the community – it is not possible to measure the achievement of the licensing aspirations in the Police and Crime Plan.

27. The Police licensing team closely and systematically monitor all incidents relating to licensed premises recorded in some form by police officers on the ground. This provides a detailed picture of the individual premises and areas where poor management may be an issue, enabling the licensing team to take targeted action as necessary. The task group supports this systematic approach.
28. There appears to be no system currently used by the Police or the Commissioner at a strategic level to measure the harm caused by irresponsibly managed licensed premises on communities, and inform the resource to apply in response.
29. The Plan articulates a number of objectives relating to licensed premises and in doing so potentially creates expectations for:
 - a. the public: it states that the Police will crackdown on ‘irresponsible’ licensees. Without a definition of what is considered irresponsible there is potential for the public to be disappointed.
 - b. Wiltshire licensees: if they perceive that there is no objective measure of ‘irresponsible’ behaviour, they may object to any reactive action taken by the Police.
 - c. the Police and Crime Panel: there is no satisfactory way of judging the extent of the realisation and impact of the Commissioner’s objectives regarding licensing and whether Police resources are being allocated to best effect.

(See recommendations 3 to 5)

c) Police recording of incidents at (or near) licensed premises

Evidence

30. When a police officer attends a licensed premise and there is an incident of concern (though not necessarily a crime) the attending officer is expected to speak to the licensee and to log the incident electronically. This log then forms part of the internal Police database known as Storm, which is a record of officers’ communications with the incident room, and Niche, which is a more complete record of incidents and crimes. In practice, attending officers use their discretion when deciding whether or not to log such incidents. Indeed, a Police working group has been established in order to improve levels of incident recording in this regard.
31. Historically, when an individual was apprehended regarding an incident that was suspected to be alcohol-related, the attending officer was required to

record the last licensed premise visited by the individual. This system was based on the idea that the licensed premise may have served the individual alcohol when they were clearly already intoxicated, potentially suggesting irresponsible management. The task group understands that attending officers are no longer required to record the 'last premise visited' in such cases.

Conclusions

32. Inconsistency or inaccuracy in the recording of incidents taking place in or near licensed premises undermines the ability of the Commissioner, Police Command, and the Police and local authority licensing teams to:
 - Accurately identify which premises are being managed irresponsibly;
 - Accurately assess the number and impact of those being managed irresponsibly;
 - Ensure that licensed premises in different areas are treated equitably
 - Determine the appropriate form and level of resource to direct towards certain premises or areas;
 - Measure the delivery of the licensing aspects of the Police and Crime Plan.
33. The task group therefore welcomes the formation of the Police working group, established to improve the consistency of Police recording of incidents relating to licensed premises.
34. The removal of the 'last licensed premise visited' field for attending officers to complete reduces all parties' ability to identify and 'crack down on' irresponsibly managed licensed premises.

(See recommendations 6 and 7)

d) Data recording, sharing and analysis

Evidence

35. As described above, Wiltshire Police's licensing team systematically monitors relevant Police databases in order to identify licensed premises that may be being managed irresponsibly. Wiltshire Council's licensing team also receives and records a variety of information from the public and other agencies relating to potential issues with licensed premises. (The task group was frustrated by not being able to establish the equivalent systems in place at Swindon Borough Council.) This evidence may trigger action at a variety of levels by the licensing authority and/or the police. This includes making informal visits to premises to speak to the licensee; invitations to formal meetings to discuss areas of concern and offer support; or the initiation of enforcement action through the licensing review process. Both licensing teams have advised that initially the emphasis is always on encouraging responsible management by offering education and support, rather than on taking punitive action in the first instance.

36. The information gathered by both parties is brought together for discussion at the Licensing Tasking Group (see paragraph 40) as well as more informally between meetings. The task group cannot make a judgement as to whether the information held by each party would enable robust analysis and future use by replacement staff following personnel changes.
37. Wiltshire Council's licensing team do not have routine and open access to the Police's data on licensees but are provided with specific information on request.

Conclusions

38. The licensing teams of Wiltshire Police and Wiltshire Council clearly have good joint-working arrangements, open communication channels and established informal information-sharing systems. There is regular contact between the two teams and a good understanding of their respective roles and responsibilities. The task group was told that a similar relationship exists between the Police and the licensing team of Swindon Borough Council.
39. Informal communication channels are valuable, but any lack of systematic data recording and/or reliance on the (undocumented) experience and knowledge of a few key personnel could present a risk to:
 - The technical resilience and continuity of Police and local authority licensing teams;
 - The consistent and evidence-based analysis of licensed premises of concern.
 - The perceived fairness and transparency of the licensing system.

(See recommendation 8)

e) Licensing Tasking Group

Evidence

40. Wiltshire (not Swindon) operates a multi-agency Licensing Tasking Group that meets monthly to share information, consider evidence of irresponsible management and agree actions as necessary. The Group is chaired by Wiltshire Council's Head of Public Protection and includes representation from the Police, Fire Service, Wiltshire Community Safety Partnership and Wiltshire Environmental Health. In the Police and Crime Plan, the Commissioner acknowledges the "excellent work" undertaken by this Group. The Tasking Group's aims include:
 - Improve inter agency working and develop strong cooperation between agencies
 - Share intelligence on licensing and alcohol-related night time economy issues
 - Agree and carry out actions and activities using a multi agency approach to target resources and review outcomes

- Produce and regularly review a list of priority premises in Wiltshire
41. The Licensing Tasking Group tends to focus on premises with the highest number of linked incidents, though in isolation this can be misleading and requires consideration alongside other indicators. Wiltshire Council's Licensing Team intends to increase the robustness of the data analysis undertaken by the Licensing Tasking Group to ensure that premises that are genuinely of most concern are prioritised. An intention to take an increasingly holistic view of the wider night time economy was also expressed.
 42. The Commissioner reported that Swindon does not operate an equivalent multi-agency tasking group. The Commissioner favours the idea of a single tasking group for both Wiltshire and Swindon rather than separate groups working in silos. However, he also accepts that this may prove difficult given the detailed knowledge of local areas and he is therefore recommending that Swindon establish its own multi-agency tasking group.

Conclusions

43. The existence of Wiltshire's Licensing Tasking Group, through which different agencies share information, draw conclusions and agree appropriate actions, would appear to represent best practice in terms of joint working and is commended by the task group. The task group also welcomes the Tasking Group's intentions to increase the robustness of its data analysis and to take an increasingly holistic view of the night time economy in its approach.
44. Without having had the opportunity to consider the equivalent arrangements in Swindon, it is not possible to compare their effectiveness. However, the Commissioner has supported the idea of an equivalent Licensing Tasking Group being developed for the Swindon area. In the task group's view, it would probably not be feasible to create a combined Wiltshire and Swindon Licensing Tasking Group at this stage, given the specificity of local issues and the demarcation between the two local authority areas of jurisdiction. However, the task group does support the Commissioner in his desire for a Swindon-based Licensing Tasking Group.
45. As in other areas of collaborative work between the Police and local authority licensing teams, ensuring that the Licensing Tasking Group's work is documented, systematic and evidence-based will help ensure that it prioritises the right issues and can continue to function effectively when key personnel move on.

(See recommendations 9 to 12)

f) Temporary Event Notices (TENs)

Evidence

46. Temporary Event Notices (TENs) are granted by licensing authorities and permit applicants to hold an event of a defined size and duration involving any form of licensable activity in a premises not already licensed for that activity.

TENs can also cover extensions of hours or additional licensable activities in premises that are already licensed. Licensable activities include the sale of alcohol, regulated entertainment and the provision of late night refreshment. A maximum of 12 such events per year can be held at any one premises and 5 per year can be submitted by any one individual. However, Personal License Holders may submit 50 TEN applications per year.

47. Wiltshire Council's licensing team receives between 2,000 and 3,500 TEN applications per year. The Police and Environmental Health are the statutory consultees for TENs and, as with license premise applications, any representations must be substantiated with evidence. Local Authority licensing teams facilitate the application process, but are not consultees. As with licensed premise applications, the assumption is that TENs will be granted unless there are evidenced concerns from a responsible authority relating to one or more of the 4 licensing objectives in the Licensing Act 2003.
48. The Police and Environmental Health have 3 working days to object to a TEN application and the local authority then has 10 working days to organise a hearing if necessary. It is not unusual for TENs to be submitted exactly 10 working days before the event is due to take place, meaning that the working deadlines can be extremely tight.
49. Existing conditions on the license of a premise, such as a nightclub, do not apply for Temporary Events taking place in that same venue. This allows licensed premises to host 12 events per year that theoretically may be little or no different from their normal Saturday night but without the requirement to meet the normal conditions of their license, for example, to provide security staff.
50. Most TEN applications relate to very small events, such as village fetes, and require no policing. However, approximately 5-10% of the TEN applications received require extra attention and these can represent a significant drain on the time of the Police and local authority licensing teams. This is particularly the case when applicants submit their Event Management Plan to the licensing authority at a very late stage, which they are legally permitted to do. The Police licensing team view scrutinising TEN applications as an important element of their work and believe that events that would potentially be unsafe would go ahead without their work in this area.
51. As with licensed premise applications, the local authority and Police licensing teams seek to work with the applicant to ensure that all parties are satisfied with the how the event will be managed. The aim is to reach agreement on the Event Management Plan and, in doing so, avoid the TEN application having to be heard by a licensing sub-committee.

Conclusions

52. Several aspects of the TENs process concern the task group in that they represent potential obstacles to ensuring the responsible management of licensed events:

- TENs are logged against a premises but not often against individuals, potentially allowing individuals with poor licensed premise or event management histories to run Temporary Events without appropriate consideration of their suitability to do so;
 - existing conditions on licensed premises do not apply to Temporary Events held on those premises, potentially allowing unscrupulous license holders to effectively dodge the responsibilities set out in their premises license on up to 12 occasions per year;
 - the challenging deadlines in which consultees and the licensing authority must object to and process TEN applications limits all parties' ability to scrutinise those applications robustly;
 - the significant drain on resources caused by processing TEN applications must inhibit the ability of the Police and local authorities to manage other licensing issues effectively and therefore the Commissioner's ability to deliver the licensing objectives in the Police and Crime Plan.
53. The current legislation prevents a more proactive and considered approach to considering TEN applications. Moreover, the effort required to manage TEN applications is disproportionate with respect to the ability of the licensing authority and consultees to ensure they are managed responsibly.
54. The task group is sympathetic to the Commissioner in this area because the concerns outlined are due to current legislation and therefore not within his gift to change. This obviously limits his ability to deliver some aspects of the licensing ambitions in his Police and Crime Plan.

(See recommendation 13)

g) Late Night Levy

Evidence

55. The Late Night Levy was introduced in the Police Reform and Social Responsibility Act 2011 and enables licensing authorities to raise a contribution from late-opening alcohol suppliers towards policing the night-time economy. The authority can choose the period during which the levy applies, between midnight and 6am, and decide what exemptions and reductions should apply from a list set out in regulations. The amount of the late night levy is set at a national level and the charge is calculated according to a premises' rateable value. The police will receive at least 70% of the net levy revenue and the licensing authority can retain up to 30% of the net levy revenue to fund other activities besides policing. There are restrictions on the types of services that licensing authorities can fund with the levy revenue in order to ensure that it is spent on tackling alcohol-related crime and disorder and services connected to the management of the night-time economy. The licensing authority is able to deduct permitted administration, collection and enforcement costs from the gross levy revenue.
56. The Commissioner believes further consideration should be given to the introduction of a Late Night Levy in Wiltshire and Swindon, recognising that

there are significant differences between the night time economies of Wiltshire and Swindon and between the major conurbations in Wiltshire and the rural surroundings. As a minimum, the Commissioner would like to see Business Improvement Districts (BIDs) making a significant contribution to the cost associated with the night time economy if a levy is not to be imposed. A BID is a defined area within which businesses pay an additional tax (or levy) in order to fund projects within the district's boundaries.

57. To this end, the Commissioner has asked the two licensing authorities to provide data indicating the approximate likely revenue that would be generated if a Levy were introduced. The Commissioner has stated that he needs to know how much a Levy would generate before speculating on how he would use the income.
58. The task group is not aware of the Commissioner's position on the other measures available for managing the night time economy, such as Cumulative Impact Polices and Early Morning Restriction Orders.

Conclusions

59. Any revenue generated through the introduction of a Late Night Levy, and its effective deployment, could enhance the Police's ability to "take a "firm approach" with licensed premises identified as being managed irresponsibly". However, it is not certain that the income generated through a Levy would outweigh the cost of implementation, particularly given that the Levy would exclude BID areas.
60. While the Commissioner views the introduction of Levies as deserving serious consideration, it is clear that there is scepticism in some quarters about their applicability to Wiltshire and Swindon. The Levy is viewed by some as only being appropriate in urban areas with a high concentration of late-opening establishments with the associated drain on police resources.
61. There may also be a natural tension here between licensing authorities and the Police: Licensing authorities have a greater role in supporting the local economy, while the Police's primary focus is to protect the public and enforce law and order.
62. Given this tension and the likely divergence of views between the Commissioner and the two local authorities, the Commissioner's first objective should be making a strong case for the principle of introducing the Late Night Levy. This would facilitate the provision of the necessary data to enable the Commissioner to produce a detailed business case.

(See recommendations 14 and 15)

Recommendations

The task group recommends that the Commissioner:

- 1. Instigates a dialogue with the two licensing authorities in order to clarify all parties' understanding of the level of evidence required from responsible authorities in order to justify conditions being placed on a premises license or its refusal;**
- 2. Assures himself that the Police licensing team is resourced to submit the required standard of evidence in the license application process;**
- 3. Working in conjunction with the two licensing authorities, considers the publication of a charter or protocol in which their joint views of what constitutes the responsible management of licensed premises are set out;**
- 4. Satisfies himself about the completeness and accuracy of the figures he receives from the Force regarding incidents and crimes relating to licensed premises and confirms that he receives those figures as a standard item in his performance reviews and that they are being proactively used by the Force to inform the allocation of police resources;**
- 5. Establishes the extent of any correlation between certain crime types and the irresponsible management of licensed premises in order to inform his allocation of resources in this area;**
- 6. Satisfies himself that both he and the Police and Crime Panel are able to assess the true level of irresponsible management by ensuring that data recording on the ground is complete, accurate and consistent;**
- 7. Considers the extent to which the removal of the 'last licensed premise visited' data field for officers attending alcohol-related incidents inhibits his ability to identify and 'crack down on' irresponsibly managed licensed premises;**
- 8. Satisfies himself that the delivery of the licensing aspects of the Police and Crime Plan would not be jeopardised by:**
 - The loss of a significant amount of unrecorded historic information through the departure of a key member of the Police licensing team;**
 - Inaccurate or incomplete data regarding licensed premises adversely affecting the allocation of police resources on the ground;**
- 9. Satisfies himself that irresponsibly managed premises are being identified using a consistent and evidence-based methodology, so that licensed premises can have confidence in the fairness of the enforcement regime;**
- 10. Continues to encourage Swindon Borough Council to consider the creation a Licensing Tasking Group along the lines of the model adopted by Wiltshire Council;**

11. **Supports Wiltshire Council’s intention to take a more holistic view of the night time economy;**
12. **Satisfies himself that the Licensing Tasking Group’s work is documented, systematic and evidence-based in order to ensure it**
 - **prioritises the right issues and premises;**
 - **can continue to function effectively when key personnel move on, and**
 - **Licensed premises can have confidence in the fairness of the enforcement regime;**
13. **Works with other Commissioners and other colleagues nationally to raise the profile of the issues identified regarding the current Temporary Event Notice (TEN) system;**
14. **Publishes an indicative business case for the introduction of Late Night Levies in Wiltshire and Swindon, including:**
 - **details of the Levy’s successful introduction in local authority areas that are comparable to Wiltshire and Swindon;**
 - **how the income generated by the Levy in the those area(s) is being used to support the achievement of the licensing aspects of the relevant Police and Crime Plans and the objectives of the Licensing Act 2003;**
 - **the extent of the current “harm caused by irresponsibly managed licensed premises” in Wiltshire and Swindon;**
15. **Publically takes a position on the other measures available for managing the night time economy, such as Cumulative Impact Policies and Early Morning Restriction Orders.**

**Licensing Task Group,
Wiltshire Police and Crime Panel**

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Appendices

None

Proposed Terms of Reference for the Regional Collaborations Task Group

Introduction

(Note: "Wiltshire" is used throughout to denote Wiltshire and Swindon.)

At its meeting on 19 November 2014 the Panel decided upon the issue of the increasing number of collaborations between regional police forces as the subject of its next task group exercise.

In pursuance of this, at that meeting OPCC was asked to provide a brief description of the various collaborations which Wiltshire police are either already involved in or which are currently being negotiated.

The project is difficult to scope because:

- The Panel has no direct access to the force on operational matters
- We cannot consider the workings of the collaborations outside of Wiltshire (*is this true?*)

Terms of Reference

To consider how the various collaborations between Wiltshire Police and its regional neighbours further the objectives of the Commissioner's Police and Crime Plan and whether they are in the best interests of the people of Wiltshire.

To make recommendations on how existing collaborations could be enhanced, and to identify opportunities for where further collaborations could be investigated.

Points for investigation

For each collaboration:

1. What is the overall scope and the key provisions?
2. Which force has command and control?
3. How are resources allocated and by whom?
4. What are the financial arrangements?
5. What is the Commissioner's main objective in signing up to this collaboration? What is he seeking to achieve? In what ways does the collaboration provide a better service for the people of Wiltshire than if it were retained by Wiltshire police acting alone?

6. How does the Commissioner measure if/how the collaboration is delivering on the objectives set for it?

Methodology

The task group will:

- consider how the list of collaborations relate to the Commissioner's objectives as set out in his Police and Crime Plan;
- request sight of the collaboration agreements. If for some reason these cannot be provided a synopsis will be requested;
- seek an opportunity to review the list of collaborations with the Commissioner;
- ask OPCC to provide examples of how the collaborations work in practice to provide more effective policing in Wiltshire.

Cllr Richard Britton, Chairman of Wiltshire Police and Crime Panel

01/01/2015

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Police and Crime Panel Forward Work Plan

Please note: this is a working document which is subject to change

Date	Location	Provisional Agenda Items
5th February 2015	County Hall, Trowbridge	<ul style="list-style-type: none"> • PCC Diary report • PCC response to the Final Report of the Licensing Task Group (TBC) • Formal consideration of the PCC's proposed precept for 2015-16
5th March 2015	Monkton Park Offices, Chippenham	<ul style="list-style-type: none"> • PCC Diary report • Report of the Police Review Working Group • Quarterly data (Q3)– Risk / Performance / Finance / Complaints / Innovation Fund update
18th June 2015	Corn Exchange, Devizes	<ul style="list-style-type: none"> • PCC Diary report • PCC Annual report (including Quarterly data (Q4) - Risk / Performance / Finance / Complaints)
3rd September 2015	City Hall, Salisbury	<ul style="list-style-type: none"> • Quarterly data (Q1)– Risk / Performance / Finance / Complaints / Innovation Fund update • Innovation Fund Evaluation

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