

AGENDA

Meeting: **WILTSHIRE POLICE AND CRIME PANEL**
Place: Committee Room B - Council Offices, Monkton Park, Chippenham
SN15 1ER
Date: Wednesday 13 January 2016
Time: **10.00 am**

Please direct any enquiries on this Agenda to Emily Higson, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713990 or email emily.higson@wiltshire.gov.uk

Membership:

Cllr Abdul Amin, Swindon Borough Council
Cllr Glenis Ansell, Wiltshire Council
Cllr Andrew Bennett, Swindon Borough Council
Cllr Alan Bishop, Swindon Borough Council
Cllr Richard Britton, Wiltshire Council
Cllr Trevor Carbin, Wiltshire Council
Cllr Chris Caswill, Wiltshire Council
Cindy Creasy, Co-Opted Independent Member
Chris Henwood, Co-Opted Independent Member
Cllr Charles Howard, Wiltshire Council
Cllr Peter Hutton, Wiltshire Council
Cllr Julian Johnson, Wiltshire Council
Cllr Teresa Page, Swindon Borough Council

Substitutes:

Cllr Chuck Berry, Wiltshire Council
Cllr Ernie Clark, Wiltshire Council
Cllr Brian Dalton, Wiltshire Council
Cllr Oliver Donachie, Swindon Borough Council

Cllr Sue Evans, Wiltshire Council
Cllr Nick Fogg MBE, Wiltshire Council
Cllr Jeff Osborn, Wiltshire Council
Cllr Linda Packard, Wiltshire Council
Cllr Maureen Penny, Swindon Borough Council
Cllr Ian Thorn, Wiltshire Council
Cllr Anthony Trotman, Wiltshire Council

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AGENDA

1 **Apologies for Absence**

2 **Declarations of interest**

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

3 **Chairman's Announcements**

4 **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 Thursday 7 January 2016. 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.

5 **Strategic alliance with Avon & Somerset**

PCC to provide a verbal update on any progress or decisions made since the previous meeting.

6 **PCC Budget for 2016/17**

Clive Barker to present the PCC's Draft Budget Settlement for 2016/17, including the Medium Term Financial Strategy.

7 **Task Group Updates**

Strategic Alliance Task Group

This task group was established in June, with the following members volunteering to take part:

Cllr Glenis Ansell
Cllr Richard Britton
Mr Chris Henwood
Cllr Julian Johnson

The task group's first meeting is to be arranged.

PCC Commissioning Strategy Task Group

This task group was formed at the PCP's November meeting to support the Commissioner in the development of a commissioning strategy, by:

- acting as a 'critical friend'
- providing an external perspective
- ensuring the Strategy supports the objectives of the Police and Crime Plan

It will hold its first meeting on 13 January immediately after the full PCP meeting.

The membership is as follows:

Cllr Andrew Bennett
Cllr Richard Britton
Cindy Creasy

Call Centre Task Group

PCC Diary report (*Pages 7 - 18*)

To receive the report of the Police and Crime Commissioner.

9 **Forward Work Plan** (*Pages 19 - 20*)

To note the Forward Work Plan.

10 **Future Meeting Dates**

- Thursday 4 February 2016 – County Hall, Trowbridge

- Thursday 3 March 2016 – Corn Exchange, Devizes
- Thursday 16 June 2016 - Corn Exchange, Devizes
- Thursday 1 September 2016 – City Hall, Salisbury

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POLICE AND CRIME PANEL
13 January 2016

AGENDA ITEM NO: 5a

DRAFT BUDGET SETTLEMENT

Purpose

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

Background

2. In October 2015 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 OPCC over the next 4 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. In December 2015 the provisional settlement was received and the MTFS revised to reflect this.
3. The revised 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;
 - top slicing of Policing Funding in 2016-17 of £274m (for the Innovation Fund, IPCC, Major Programmes, Transformation, ESN (Airwaves replacement), contingency and other areas).
 - the setting of the police precept referendum threshold level at 2%.
 - the announcement that PCC's with funds in the lowest quartile nationally can increase their police precept up to a maximum of £5 per band D property without triggering the requirement for a referendum (Wiltshire is not in the lowest quartile).
 - the consolidation of freeze grants and the localisation grant into one stream of funding called 'Legacy Council Tax Grants' which is now funded by the Home Office rather than the Department for Communities and Local Government.
5. As a result, the main grant received from central government reduces from £63.737m to £63.403m, a reduction of £0.334m.

Precepting Options

6. I am currently considering 2 options surrounding the police precept;

- Option A – To increase by 1.9%
- Option B – To maintain at the 2015-16 level

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

	2016-17 Budget	2016-17 0% Precept increase	2016-17 1.9% precept increase
Standard Funding available to commission services (including investment income)	£103.957m	£104.928m	£105.695m
Swindon PFI Specific Grant	£2.067m	£2.067m	£2.067m
Special Policing Specific Grant	£1.130m	£1.130m	£1.130m
Total	£107.154m	£108.125m	£108.892m

8. In addition to this I have central funding allocated to me from the Ministry of Justice to commission victims services and to support restorative justice. Figures for 2016-17 have not yet been released. In 2015-16 I received £0.769m of grant to commission these services.

9. My considerations surrounding the options on a police precept increase focus on the long term funding position. To not increase at this opportunity will have considerable impacts on my future ability to commission policing and crime services. According to the HMIC Value for Money profiles, Wiltshire receives £89.20 per head of population under the current formula. This compares to a national average of £108.50 per head and a most similar forces average of £96.80 per head. Being the 3rd lowest centrally funded PCC per head of population increases my reliance on the police precept.

10. A 1.9% increase will result in Wiltshire's Band D council tax for policing increasing from £163.98 to £167.10, a £3.12 increase. The table below shows that, even with no increases in the rest of the region, Wiltshire will remain the lowest.

	2015-16 Band D	Wiltshire 1.9% increase
Gloucestershire	£207.73	
Dorset	£187.11	
Avon & Somerset	£174.78	
Devon & Cornwall	£169.47	
Wiltshire	£163.98	£167.10

11. These considerations surrounding local funding levels cannot occur without taking into account the central funding position. 61% of my funding derives from central grants. This is significantly different from Local Authority funding where Wiltshire Council is 34% grant funded and Swindon Borough Council is 42% grant funded.

12. By having a larger portion of my budget funded by grants any changes to central grants are more significant and any benefits in increases in the local council tax base less significant.

13. In calculating the funding available, increases in both the council tax base and council tax surpluses have been reported by Wiltshire Council and Swindon Borough Council. The increase in the tax base of 3.3% has provided £1.3m of additional income.

Future Funding

14. In 2015 there has been a debate surrounding the policing funding formula. Any change to the formula is expected to benefit Wiltshire. With a 4 year policing settlement but only a 1 year settlement per force it is expected that the formula will be changed in 2017-18. The MTFs shows Wiltshire benefiting from this by £2.3m per annum (this relates to the low funding per head of population as discussed under paragraph 9). To smooth out the impact of this there is an intention to use a portion of reserves (£1.605m) this year. This should stop a position where in one year the Chief Constable would be making staff redundant/reducing officer intakes, when in the next year he would have funding available to increase officers/staff.
15. The risk in this approach has been considered and it has been made clear to the Chief Constable that if no increase in available funds occurs, then officer reductions savings will be required in the financial year 2017-18.

Impact on the Chief Constable's Budget

16. Whilst there is a small increase in funding, the Chief Constable will incur unavoidable cost increases surrounding inflation, pay increases, spinal point increase, pensions and custody costs. In addition he must fund the impact of the Pensions Act; this removes the discount given against National Insurance bills when staff are contracted out. This will cost the Chief Constable in excess of £2m. Overall costs have increased by over £4m. The table below shows his budget requirement against funding levels which I may provide him in 2016-17;

	0% increase	1.9% increase
Budget Requirement	£105.815m	£105.815m
Funding Available	£102.472m	£103.221m
Commissioning funds	£0.315m	£0.315m
Proposed Reserve Use	£1.605m	£1.605m
Shortfall (savings req.)	£1.423m	£0.674m

17. The table also reflects the impact on the savings requirement for the Chief Constable given my intention to allocate £1.605m of reserves to balance this year's budget (paragraph 14 refers) and £0.315m from my commissioning funds to assist in maintaining police officer numbers.

Closing the Shortfall

18. A strategy has been produced which focuses on maintaining local policing as a priority. Using the reserves and commissioning fund means that officer numbers can be maintained in the short term. It should be noted however that if the additional formula funding income is not forthcoming, there may need to be a reduction in 2017-18. The shortfall in 2016-17 of £0.674m (with a 1.9% increase) will be resolved via collaboration and efficiency reductions.

Reserves

19. I have reviewed the reserves that I hold. The value of the general reserve has been considered and I am advised that a reduction to 2.5% (£2.6m) is acceptable. This would free up £0.5m to assist funding the £1.605m needed to balance the budget in 2016-17. A complete review of reserves has taken place with the outcome disclosed in Appendix E of the MTFS. Some reserves have been removed or reduced to free up funds to balance the 2016-17 budget and for specific purposes such as the Specials Intake Strategy (£1m). With these plans it is estimated that the reserves forecast to be held on 1 April 2016 (£9.3m) will reduce to £5.9m by 31 March 2017.

Collaboration

20. Collaboration (local and regional) will play a large part in delivering the savings required. Savings from the Strategic Alliance with Avon and Somerset are forecast to deliver £6.7m over the next four years; however the impact on 2016-17 is expected to be limited. Further collaboration savings already banked include those relating to Forensics, Estates, Legal and Procurement.

Conclusion

21. This paper shows the panel my MTFS and gives them my current thinking surrounding the 2016-17 precept. I believe a £3.12 Band D increase per household per year is appropriate and I am now consulting the public on this via the area and locality boards, Community Messaging and social media.

Angus Macpherson
Police and Crime Commissioner



WILTSHIRE AND SWINDON

Medium Term Financial Strategy (MTFS) 2016-17 to 2019-20

Document Control	
Version 1	CMB Draft 26/10/15
Version 2	Draft post settlement 24/12/15
Version 3	06/01/16
Version 4	07/01/16

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Appendix D	PCC's Capital Expenditure Plan
Appendix E	PCC's Reserves and Provisions Policy (Jan 2016)

Executive Summary

1. The 4 year MTFs has been produced in a climate of austerity. Whilst the Autumn 2015 Statement promised no cuts to policing savings will be required to finance additional costs such as National Insurance resulting from the Pensions Bill. There has also been significant top slicing by the Home Office which results in reduced funding levels being passed to the PCCs. With limits on Council Tax increases and rising demand in new areas of policing there remains significant pressures on the funds available to the PCC to fulfil his remit.
2. In producing the MTFs, the settlement data announced on 17 December 2015 has been used. Unfortunately this only relates to 2016-17 therefore forecasts are required for the other 3 years of the MTFs. For the purposes of standard forecasts calculations assume a cash neutral position for central funding. The forecasts do however assume that the Formula Funding review will taken place and be implemented in 2017-18 with a £2.3m favourable swing to Wiltshire Police. Utilising this, with the use of reserves, has reduced the need to cut officers and staff in 2016-17. There is a risk around this which is considered in the MTFs.
3. It is estimated by the end of 2016-17 that central funding will have dropped in real terms by 29% since 2010-11.
4. During the next 4 years the Police and Crime Commissioner (PCC) will have to make difficult decisions on the level of precept (the police part of the council tax). Considering the Chief Constable's initial plans the MTFs identifies the savings required to balance budgets under 2 different scenarios: no increase in Precept (Council Tax) or a 1.9% increase. The estimated funds available to the PCC under each strategy is shown below;

	No Precept (Council Tax) Increase	1.9% Precept (Council Tax) Increase	Variance
2016-17	£104.928m	£105.695m	£0.767m
2017-18	£107.271m	£108.839m	£1.568m
2018-19	£107.942m	£110.364m	£2.422m
2019-20	£108.344m	£111.644m	£3.300m

5. An increase of 1.9% would result in a Band D Council Tax of £167.10, £3.12 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. This is also £7.71 less than the national average of £174.81 (a £7 increase in council tax would provide the PCC with £1.7m of additional funding).
6. The national discussion on formula funding is likely to impact the funds available to the PCC. Initial information suggests that Wiltshire may benefit from this by £4m per annum. Finding a middle ground which does not provide over reliance on the expectation of increased income, considering the risk of no change, is important. Based on this £2.3m additional funding in 2017-18 has been allowed in the knowledge that if this is not obtained the savings required in 2017-18 will be significant. This additional funding is related to the fact that Wiltshire are the 3rd lowest funded per head of population.

7. Any 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 see the largest impact on budget.
8. The impact on the Chief Constable has been considered. 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 after the use of £1.605m of reserves in 2016-17;

	No Council Tax Increase	1.9% Council Tax Increase
2016-17	£1.425m	£0.674m
2017-18	£1.358m	£0.583m
2018-19	£1.158m	£0.338m
2019-20	£1.588m	£0.753m
Total	£5.529m	£2.347m

9. These savings are on top of the £17m savings delivered over the last 5 years and are only reduced to this level by, initially, additional one off funding from the PCC and then an increase in formula funding.
10. The savings required will increase by approximately £2.3m if the funding formula change does not occur.
11. 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 £2.052m p.a.
12. 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.
13. Reserves are seen as a key instrument in managing risk. A level of reserves is seen as essential to manage both large incident risks and year on year variations. The reserves have been reviewed and significant changes made to allow the use of £3m of reserves for investment and covering short term funding issues. This gives confidence when considering the risk surrounding savings targets and possible slippage.
14. 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 4 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 £181. This current low level of funding makes finding savings difficult especially when considering that £17m of savings has already been made in the previous 5 years,

Introduction

15. This is the four year MTFS. The MTFS first covers the funds available to the Police and Crime Commissioner (PCC) depending on different local funding scenarios.
16. 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 allocation and the implications on his spending plans which occur depending on the local funding decision made 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 precept (council tax), police officer numbers, etc. in the short to medium term.

The Financial Environment

18. The 4 year MTFS has been produced in a climate of austerity. Whilst the Autumn 2015 Statement promised no cuts to policing savings will continue to be required to finance additional costs such as National Insurance resulting from the Pensions Bill. There has also been significant top slicing by the Home Office which results in reduced funding levels being passed to the PCCs.
19. The settlement announced for PCCs is for one year only even though Home Office funding has been announced for 4 years in the settlement. It is assumed that only one year has been provided due to the desire by the Home Office to review the formula. With Wiltshire funding being low per head of population any review is expected to increase funding for Wiltshire. The lack of a 4 year settlement does however make planning more difficult.

Central Public Finances

20. In line with the cash neutral position declared by the Chancellor of the Exchequer the MTFS assumes initially that the settlements from 2017-18 will be similar. The MTFS does however include a £2.3m increase from the formula funding review.
21. The £2.3m is based on the fact that Wiltshire is the third lowest funded per head of population across the country. Whilst the specific calculation to be used is yet to be consulted on an increase of £4m was suggested in the withdrawn calculations. £2.3m is based on the following:
 - Wiltshire grant funding per head of population is £89
 - The most similar forces funding per head of population is £96
 - The difference between the two is £7
 - Assuming this closes by 50% of the gap, Wiltshire increase to £92.50
 - £3.50 per head of population equates to £2.3m
22. There is no guarantee that this will occur however some change is likely. For Wiltshire, any change in the formula directed towards population is likely to be favourable.

23. If no assumptions were made on the formula it may result in the force reducing officer numbers and making staff redundant when there was no requirement to do so. Hence it is important to balance the risks involved. The approach reported above is a reasonable approach to managing the risk. If the outcome of additional funding does not occur it will mean that additional savings will be required in 2017-18 rather 2016-17. With the delay in savings funded by reserves
24. Whilst the Autumn statement announcement suggested a 'cash flat' position the actual settlement identified a £0.334m reduction, this is before inflation is considered. Since the austerity measures were introduced police funding has significantly reduced. The table below for Wiltshire identifies an estimated real term reduction of 29% over the last 6 years in central funding.

Year	Real Terms Reduction	Inflation	Cash Reduction
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%
2015-16	5.9%	1.2%	4.7%
2016-17	2.0%	1.5%	0.5%
Total	29.0%	10.4%	18.6%

Precept (Council Tax)

25. Between 2011-12 and 2013-14 there was no increase in the Police part of the Council Tax. 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 previously offered grants to those who freeze council tax. No grant has been offered in 2016-17. The funding of these grants has been adhoc. This year the funding for these grants and the council tax localisation grant has been passed from the DCLG to the Home Office. For those grants received in 2011-12 and 2013-14 they have now been subsumed within a new funding line 'Legacy Council Tax Grants'. The settlement provided for Wiltshire reports this grant to be £5.235m. This is the total of the previous grants with no inflation. The MTFs assumes now that this grant will continue in future years.
26. 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. The 2% remains in 2016-17. The only exception is if the PCC is in the bottom quartile for council tax levels, then there is flexibility to set an increase up to £5. Wiltshire is not in the bottom quartile therefore the 2% level remains.
27. A 1% increase in the police part of the council tax in 2016-17 is worth £0.400m. Any increase in council tax increases the base and secures future funding at a higher level.
28. The Council Tax receipt is dependent on the council tax base (the number of dwellings paying the tax). Information from Swindon Borough Council suggests that a 2.8%

increase in tax base is likely in 2016-17. Wiltshire Council are reporting an increase of 3.5%. This has a positive impact on the funding for the PCC.

29. In order to estimate total funding, the collection fund surplus/deficit has been included. The councils have reported a surplus totalling £0.882m (similar to 2015-16)

30. Whilst the tax base increase has been high this year it is not forecast to remain so in future years. This year's increase also limits the likelihood of significant surpluses in future years. The table below summarises the assumptions made in the MTFs. In 2018-19 a larger increase is assumed based on the current intention to increase the number of houses being built alongside the impact of the army resettlement.

	Additional Dwellings	Est total Dwellings	% Increase	Collection Fund Surplus
2016-17	7,824	246,326	3.3%	£882,000
2017-18	2,956	249,282	1.2%	£441,000
2018-19	4,986	254,268	2.0%	£294,000
2019-20	3,051	257,319	1.2%	£196,000

Inflation

31. The consumer price index shows inflation for the 12 months to September 2014 at 1.2%. This is largely due to pay increases.

32. The MTFs allows for general inflation at 0.6%, ICT at 1.4% and utilities at 2.5% in all 4 years. Pay is allowed for at 1% in line with the government's policy on public sector pay increases.

33. At September 2015 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

34. 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 2016. The impact on Wiltshire Police has been estimated at £2m.

35. 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 year no change in stance has been made by the government hence this additional cost is now included in the MTFs in 2016-17.

Police and Crime Plan 2013-2017

36. As required under law the PCC published his revised Police and Crime Plan in September 2015. This plan has 4 overarching priorities, these are shown below:

- Prevent Crime and anti-social behaviour

- Protect the most vulnerable in society
- Putting victims and witnesses at the heart of everything we do
- Secure high quality, efficient and trusted services

37. 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.
38. 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 and support) will be necessary to drive costs down as central funding reduces.
39. During 2014 the PCC became responsible for the commissioning of Victims Services. In 2015-16 £0.584m will be available as a special grant for the PCC. £0.156mm has also been provided to the PCC for Restorative Justice. As these funds are specific grants they are not included in the main funding reported. The specific funding by the PCC of the Victims satisfaction unit (Horizon) of £0.100m is also considered as specific grant to the Chief Constable, hence again not included in the main allocation to the Chief Constable. At the end of December no figures on 2016-17 funding have been released.
40. With the receipt in Autumn 2015 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 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.
41. 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 specific purposes (for instance from public bodies, charities, the private sector, etc.)
 - Financing capital expenditure which support the plan
 - Financing the running costs of the OPCC

Financial Health

42. 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.
43. A report on progress against Health Indicators will be presented to PCC and the Force's management on an annual basis

Income Forecasts

44. The 2015-16 budget relies on the following income to finance activity;

Central Funding	Police Grant	£37.700m	
	Council Tax freeze Grant 2011-12	£0.402m	
	Council Tax freeze Grant 2013-14	£0.991m	
	Council Tax Localisation Grant	£3.842m	
	DCLG Funding	£20.801m	£63.736m
Local Funding	Precept – Council Tax	£39.110m	
	Council Tax Surplus	£0.860m	£39.970m
MTFS Funding		£103.706m	£103.706m

45. The current council tax level of £163.98 is £10.83 below the national average of £174.81. When compared to our most similar force grouping it is £23.76 below the average of £187.74.

46. The table below compares the police part of the 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	2015-16 Band D Council Tax	Wiltshire 1.9% increase 2016-17	Wiltshire 1.9% increase 2017-18	Wiltshire 1.9% increase 2018-19
Gloucestershire	£207.73			
Dorset	£187.11			
Avon & Somerset	£174.78			
Devon & Cornwall	£169.47			
Wiltshire	£163.98	£167.10	£170.27	£173.51

Additional cost per Band D Household with a 1.9% increase	£3.12 p.a.
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47. 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.

48. The additional funding available to Wiltshire under various scenarios is shown below when compared against the current precept income;

- Funding at the South West Av. (£184.77), Extra income is £5.018m
- Funding at Similar Force Av. (£187.74), Extra income is £5.735m
- Funding at National Av (£174.81), Extra income is £2.614m
- Funding with 1.9% increase (£167.10), Extra income £0.753m

49. It should be noted that today's decision on council tax impacts future years funding. For example Gloucestershire levy of £207.73 was based on a 50% increase in 2003. This shows how future viability is dependent on decisions made today.

50. In 2015-16 Council tax was 38% of the PCC's funding; therefore to fund an expenditure increase of 1% (£1m) requires a 2.5% increase in the police part of the council tax. This is known as the gearing effect.

51. The total income over the next 3 years based on the 2 options is reported under Appendices Ai and Aii, this is summarised below. It should be noted that the 2017-18 increase is dependent on the outcome of the formula funding review (para 21).

1.9% Increase	2016-17	2017-18	2018-19	2019-20
Central Funding	£63.403m	£65.703m	£65.703m	£65.703m
Local Funding	£42.042m	£42.886m	£44.411m	£45.690m
Investment Income	£0.250m	£0.250m	£0.250m	£0.250m
Total Funding	£105.695m	£108.839m	£110.364m	£111.644m
Total inc.	1.7%	3.0%	1.4%	1.2%

0% Increase	2016-17	2017-18	2018-19	2019-20
Central Funding	£63.403m	£65.703m	£65.703m	£65.703m
Local Funding	£41.275m	£41.318m	£41.989m	£42.391m
Investment Income	£0.250m	£0.250m	£0.250m	£0.250m
Total Funding	£104.928m	£107.271m	£107.942m	£108.344m
Total reduction/inc.	0.9%	2.2%	0.6%	0.4%

52. The tables assume that the new Legacy Council Tax Grant remains throughout the MTFS. This totals £5.235m so if removed would have a significant effect on funding.

53. It is necessary to consider the impact of different scenarios. The impact on the 2017-18 finances of a 1% reduction/increase in central funding is shown below;

Scenario	Impact on 2017-18 MTFS Figures
The Central funding cash cut is 1.0% rather than cash flat	Funding reduces by £0.634m
The Central funding increases by 1.0% rather than being cash flat	Funding increases by £0.634m

Impact of Funding Allocations

54. The MTFS assumes that the reductions in finances are split equally across current funding allocations. Appendices Ai and Aii report the funding splits over the 4 years. The table below shows the impact under the two council tax options;

	2015-16 Revised Allocation	2016-17 Allocation 1.9% Ctax	Increased Allocation 1.9% Ctax	2015-16 Allocation 0% Ctax	Increased Allocation 0% Ctax
OPCC Office cost	£0.700m	£0.712m	£0.012m	£0.707m	£0.007m
OPCC Capital cont (RCCO)	£0.729m	£0.741m	£0.012m	£0.736m	£0.007m
OPCC Ext. Commissioning	£1.004m	£1.021m	£0.017m	£1.013m	£0.009m
CC Allocation	£101.523m	£103.221m	£1.698m	£102.472m	£0.949m
Total	£103.956m	£105.695m	£1.739m	£104.928m	£0.972m

55. The specific Victims and Restorative Justice grants mentioned in paragraph 39 are in addition to the funding available for external commissioning.
56. 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 an initial savings requirement for the CC of £2.594m or £3.345m in 2016-17. The plan (further detailed in the reserves section) proposes to utilise £1.605m of reserves to reduce the impact in the expectation of additional funding in 2017-18 from the formula review. Taking the £1.605m and a further £0.315m contribution from commissioning funds into account the savings requirement with a 1.9% council tax increase reduces to £0.674m or £1.425m with no council tax increase.
57. The savings required to be delivered by the CC are significant. These savings requirements are in addition to the £17m saved in the 4 year period from 2010-11.
58. The CC efficiency/savings strategy surrounds collaboration and remodelling delivery. More detail on savings plans is included in the CCs Budget Requirement (Appendix B).

Use of Finances

59. The PCC expects locally collected funds to be spent on maintaining local policing. Whilst it can be difficult to identify what exactly is 'local policing' the 2015-16 budget has been reviewed to identify the relationship between spend and funding.
60. The table below shows that 44% of the funding is collected locally whilst 51% of the budget is used for Local Policing;

	Local Policing	Other Policing	Total
CC Spend per area	£39.633m	£37.332m	£76.965m
Support Services	£12.281m	£12.281m	£24.562m
OPCC	£1.215m	£1.214m	£2.429m
Total	£53.129m	£50.827m	£103.956
	51%	49%	100%
Staffing (FTE)	1050	950	2000
	52%	48%	100%
Income	£45.204m	£58.502m	£103.706m
Interest	£0.125m	£0.125m	£0.250m
Total	£45.329m	£58.627m	£103.956m
	44%	56%	100%

Capital

61. 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.

62. 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.
63. The base budget for 2015-16 allows the PCC to supplement the capital programme with a £0.729m revenue contribution to capital (RCCO). This can change if approved by the PCC. Paragraph 54 shows a slight increase in line with overall funding.
64. Capital grant per force was not announced in the December settlement. It however did report that after top slicing for national projects the amount available to forces falls from £89.5m to £64.5m, a 28% reduction. In line with this the plan now assumes Wiltshire's capital grant will fall from £0.792m to £0.571m in all 3 years.
65. Appendix D shows the Capital Plan for the next 3 years. This is the plan approved at the Commissioners Monitoring Board in October 2015 adjusted for the RCCO, capital grant, a reduction of £0.081m in the Communications budget and the amalgamation of Salisbury facilities and Melksham Refurbishment into one line, Estates major projects.
66. 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. Whilst a deficit currently exists at the end of the 2018-19 this will change (go up and down) during this period as both income and costs change.

	2016-17	2017-18	2018-19
Balance available	£0.194m	£1.066m	-£0.432m

67. These balances rely on £2.895m of capital receipts. These surround the sale of property at Chippenham, Pewsey, Tisbury and Salisbury. Slippage surrounding the date that the actual receipts are received and the sale value is a risk. There is however opportunities for further receipts in the life of this plan which will assist the net position.
68. It is expected that the capital balances will be needed to finance future development in estate and ICT. The Estates Major Projects budget will finance the Custody plans currently being drawn up in the south.
69. 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.
70. The refresh ICT programme is based on a need to continuously 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 in each future year.
71. 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 National buying groups expected to deliver better value for money and improve standardisation across the region.

Risks and Reserves

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

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

74. 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.

75. 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.

76. 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.

77. In December 2015 a significant review of reserves has taken place considering the strategy, this ensures the following can be funded from reserves:

- project funding to increase the Special Constabulary (£1.032m)
- funding to maintain officer intakes whilst establishment falls (£0.548m)
- funding to balance a short term funding revenue gap in 2016-17 (£1.605m)

78. With only a small underspend (£0.164m) forecast in 2015-16 this funding can only come from a reallocation of reserves. Some allocated investment reserves have been reduced or removed to finance this. The general reserve has also been reviewed. Considering the total reserves available to the PCC it is considered acceptable to reduce this reserve from 3% to 2.5% (£2.6m). This frees up £0.5m to assist funding.

79. 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.

80. The largest reserve is the capital development reserve. This is required to finance the capital plan and is £12.626m at 31 March 2015.

81. 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...

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

83. 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

84. 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 >>>>>	16/17 <i>£million</i>	17/18 <i>£million</i>	18/19 <i>£million</i>	19/20 <i>£million</i>
Estimated Funding Available to the PCC				
Main Police Grant	37.485	39.785	39.785	39.785
DCLG Funding	20.683	20.683	20.683	20.683
Legacy Ctax Grant	5.235	5.235	5.235	5.235
Total Central Funding	63.403	65.703	65.703	65.703
CT Surplus	0.882	0.441	0.294	0.196
Precept	41.160	42.445	44.117	45.495
Total Grant and Precept Funding	105.445	108.589	110.114	111.394
Investment Income	0.250	0.250	0.250	0.250
Total Income available to PCC	105.695	108.839	110.364	111.644
Increase in Total Funds Available	1.7%	3.0%	1.4%	1.2%
<i>Central Funding Red. (-) / Inc (+)</i>	<i>-0.5%</i>	<i>3.6%</i>	<i>0.0%</i>	<i>0.0%</i>
Band D Council Tax	167.10	170.27	173.51	176.80
Increase per Band D household	3.12	3.17	3.24	3.30

Allocation of Funding

Assuming that funding reduction is split equally across all current allocations

OPCC - Office costs (less inv inc)	0.712	0.733	0.743	0.752
OPCC - Capital Contribution	0.741	0.763	0.774	0.783
OPCC - Commissioning Funds	1.021	1.051	1.066	1.078
OPCC - Chief Constable allocation	103.221	106.292	107.781	109.031
Total Allocation	105.695	108.839	110.364	111.644

PCC for Wiltshire Medium Term Financial Plan

Council Tax Increase

0.00%

Financial Year >>>>>	16/17 £million	17/18 £million	18/19 £million	19/20 £million
Estimated Funding Available to the PCC				
Main Police Grant	37.485	39.785	39.785	39.785
DCLG Funding	20.683	20.683	20.683	20.683
Legacy Ctax Grant	5.235	5.235	5.235	5.235
Total Central Funding	63.403	65.703	65.703	65.703
CT Surplus	0.882	0.441	0.294	0.196
Precept	40.393	40.877	41.695	42.195
Total Grant and Precept Funding	104.678	107.021	107.692	108.094
Investment Income	0.250	0.250	0.250	0.250
Total Income available to PCC	104.928	107.271	107.942	108.344
Increase in Total Funds Available	0.9%	2.2%	0.6%	0.4%
<i>Central Funding Red. (-) / Inc (+)</i>	<i>-0.5%</i>	<i>3.6%</i>	<i>0.0%</i>	<i>0.0%</i>
Band D Council Tax	163.98	163.98	163.98	163.98
Increase per Band D household	0.00	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)	0.707	0.722	0.727	0.730
OPCC - Capital Contribution	0.736	0.752	0.757	0.760
OPCC - Commissioning Funds	1.013	1.036	1.042	1.046
OPCC - Chief Constable allocation	102.472	104.761	105.416	105.808
Total Allocation	104.928	107.271	107.942	108.344

The Chief Constable's Allocated Budget

Introduction

1. In 2015-16 the PCC allocated the CC £101.523m to police the county. This funded staffing of 1011 Police Officers, 118 Police Community Support Officers (PCSO's) and 871 Police Staff. Within the reserves funding was allowed to finance a positive recruitment strategy, this has led to the Force being above establishment. The reserve will be used to fund the additional costs, this leads to the current underspend forecast being minimal (£0.164m).

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 plans will assume the funding available is that reported in the PCC's MTFs. This is reported in the table below;

	2016-17	2017-18	2018-19	2019-20
CC Funding at 1.9% Council tax Increase	£103.221m	£106.292m	£107.781m	£109.031m
CC Funding at 0% Council tax Increase	£102.472m	£104.761m	£105.416m	£105.808m
Variance	£0.748m	£1.531m	£2.365m	£3.223m

3. In 2016-17 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 2015-16 the PCC set an overall budget of £103.706m. After removal of £2.179m of costs allocated to the PCC (under the national Police Objective Analysis (POA) guidelines) and £0.729m of capital financing the CC was left with £101.527m.
5. The table below shows how the CC used the £101.526m (POA);

	Officer FTE	Staff FTE	Total FTE	% of Staff	£m	% of Budget
Local Policing	497	172	669	33%	28.925	29%
Dealing with the Public	12	195	207	10%	6.513	6%
Criminal Justice	31	145	176	9%	6.920	7%
Road Policing	43	4	47	2%	2.108	2%
Ops Support	68	5	73	4%	4.192	4%
Intelligence	26	53	79	4%	3.899	4%
Investigations	268	153	421	21%	19.656	19%
Investigative Support	3	41	44	2%	2.550	3%
National Policing	25	12	37	2%	0.714	1%
Support Functions	40	231	271	13%	23.679	23%
Pensions	0	0	0	0	2.370	2%
	1013	1011	2024	100%	101.526	100%

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 2015-16 the profiles show Wiltshire as low cost, this is mainly due to a low level of funding. The headlines from the profiles include:

- Wiltshire's spend per head of population is £154. The national average is £181 and £174 for similar forces. Wiltshire's spend is the 3rd lowest in the country.
- Wiltshire's central funding per head of population is £95. £116 is the national average, £104 for similar forces. Wiltshire's funding is the 7th lowest in the country.
- Wiltshire's Support Service spend per head of population is £37.10. similar forces average is £38.80, a difference of £1.70. The national average is £36.10, £1 less than Wiltshire.
- Wiltshire's percentage of frontline officers in visible roles is 60.9%, compared to a national average of 60.6% and 62.3% for similar forces.

7. Whilst the 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	83.879	83%
Premises	6.657	7%
Transport	2.677	2%
ICT	2.859	3%
Surgeons and Forensics	0.971	1%
Other Costs	10.577	10%
Pensions	0.718	1%
Gross Cost	108.338	107%
Income	-6.811	-7%
Net Cost	101.527	100%

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 pay inflation of 1%, general inflation increases of 0.6%, ICT inflation of 1.4% and utilities inflation of 2.5%.

9. The plan includes growth of an OHU Mental Health Nurse to respond to a growing volume of mental health cases. Also included is an increase in the MASH capability within the Swindon area, this includes the creation of 4 decision maker posts and 1 researcher. This is to respond to the increased volume of work in this area and the desire to provide a consistent service to both councils in our area. Other areas include additional funding for mobile data due to increased ANPR capability and the agile agenda. A few small areas of other growth are also identifiable in the appendix. All these areas have been discussed at Senior Command Team in the knowledge that any growth will need to be funded by compensating savings.

10. One cost increase discussed at Senior Command Team and with the PCC is an increase in Custody Health Care costs of £0.122m. It had been expected that the police budget for this would be transferred across to the NHS in the near future, however in the settlement the Home Secretary announced this would not happen. Funds and costs will now remain with each force.
11. In previous plans 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 therefore in line with the prudent principle these additional costs are now included. 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.
12. Each year 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 in each year £0.298m of savings occur which is now built into the plans.

Funding Shortfalls

13. When comparing these estimated budget requirements against the finances expected to be available from the PCC a savings requirement is identified. To reduce this the PCC is allowing £1.605m of reserves to be utilised (in the knowledge that funds are expected to increase for Wiltshire in 2017-18 with the formula review). The PCC has also agreed to use £0.315m of commissioning funds for the next 2 years to reduce the savings required. The tables below show this and the level of savings now required;

No Increase	2016-17	2017-18	2018-12	2019-20	Total
Est. Expenditure	£105.817m	£106.119m	£106.574m	£107.396m	
Est. Funding	£102.472m	£104.761m	£105.416m	£105.808m	
Comm. Fund	£0.315m				
Reserves	£1.605m				
Shortfall	£1.425m	£1.358m	£1.158m	£1.588m	£5.529m

1.9% Increase	2016-17	2017-18	2018-12	2019-20	Total
Est. Expenditure	£105.815m	£106.874m	£108.119m	£109.784m	
Est. Funding	£103.221m	£106.292m	£107.781m	£109.031m	
Comm. Fund	£0.315m				
Reserves	£1.605m				
Shortfall	£0.674m	£0.582m	£0.338m	£0.753m	£2.347m

14. The estimated savings requirement of £5.529m or £2.347m is on top of the savings of £17m delivered in the last 5 years. These savings have been produced by the 2010 Vision Plan, Management Structure review, etc. They have broadly required all middle

and support 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.

15. These savings assume the formula funding review will deliver additional funds of £2.3m. If this is not the case the savings requirement will be £7.829m or £4.647m. This is not guaranteed nor is how it will be implemented, i.e. it will be in year 1 or over the life of the CSR.

Efficiency Strategy

16. To deliver the savings required under the CSR requires the force to realign resources and work in partnership with other forces.
17. With 81% of our budget spent on staff it is clear that to save significant sums these staff must reduce or shared with other partners. The 2015-16 budget finances;
 - 1,008 Police Officers (1,011 budget less 3 civilianisation's)
 - 118 PCSO's
 - 842 Police Staff (post 2015-16 revised from 871 original)
18. Police Officers terms and conditions remove the redundancy option so we can only consider the impact of not replacing retiring officers or those who choose to leave. On average 60 staff leave per year, these are replaced by intakes or transferees.
19. Due to ever increasing demand the Chief Constable wishes to maintain officer numbers wherever possible.
20. Assuming the £2.3m additional funding is received the strategy maintains the establishment. The establishment for 2016-17 would be 1007 (Current 1008 + 2 (Specials plan) – 3 (Custody civilianisation)). This relies on a £0.315m investment from the PCC from his commissioning fund. The establishment would be reconsidered during 2016 depending on the outcome of the formula funding review. If additional funding was not available there would be a slow down in recruitment in 2017-18. To fund the calculated gap the establishment would need to reduce in 2017-18 by 39 officers, saving £1.7m. The in year additional costs incurred with a gradual slow down would be funded from the Officer Intake Strategy Reserve.
21. Initial works suggest that the new Community Policing project (STOP) would require significantly lowers number of police officers, without reducing the number of local officers. Any future reduction is expected to come from this area.
22. There are risks in this as the project is only in pilot and it may not be possible to deliver this volume of reduction. It should be noted that whatever the outcome of the Community Policing project that officers may need to be reduced to meet the financial challenge.
23. In previous years we have targeted non staff costs to deliver a portion of the savings required. An initial review suggests a savings target of £0.500m is realistic. This would leave additional savings of £0.174m to find if a 1.9% Council tax increase was levied.

24. In October 2015 senior management have received information from the Strategic Alliance Team identifying ways to save in excess of £50m (between both parties). This figure is very much an estimate and includes areas such as Local Policing which is also targeted by the Community Policing project. On review a figure of £25m is more likely. This would be split 27% Wiltshire (£6.7m) and 73% Avon and Somerset (£18.3m). With business cases, senior management and PCC sign off outstanding it would be imprudent to rely significantly on the alliance to deliver major savings in 2016-17 (these savings would be over a 4 year period). However it is expected that this could deliver the outstanding £0.174m savings required (with a 1.9% council tax levy).

25. The following summarises the savings plan discussed above;

	2016-17
Strategic Alliance	£0.174m
General Efficiencies	£0.500m
	£0.674m

26. If no council tax increase was agreed another £0.751m of savings would need to be delivered.

27. A regular in-flow of new recruits is seen as a positive way of managing officer numbers. This plan funds 3 intakes in 2016-17 totalling 47 officers. 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.

Conclusion

28. This paper identifies a strategy to close the funding gap if a 1.9% increase in the police part of the Council Tax is agreed. There are risks that the savings will not be achieved. The biggest risk to this is partnership failure as working with Avon and Somerset Police is expected to help deliver large savings.

29. A 0% increase in the police part of the council tax would increase the savings target which is a concern. One of the risks with this strategy surrounds future savings requirements; by not increasing the council tax base larger savings will be required, £5.529m rather than £2.347m over the 4 years. Especially when the £2.3m additional formula funding income is not guaranteed.

30. Considering the risks involved with the partnership and the continuing reduction in central funding the Chief Constable is advising that any return available from the Council Tax be maximised to assist in the maintaining of local policing in Wiltshire.

Chief Constables Financial Plan

Based on Council Tax Increase

1.90%

	16/17 <i>£million</i>	17/18 <i>£million</i>	18/19 <i>£million</i>	19/20 <i>£million</i>
Expenditure BFWD	101.523	103.221	106.292	107.781
add back funded from reserve	0.000	1.605	0.000	0.000
Revised Expenditure Carried Forward	101.523	104.826	106.292	107.781
Cost Increases				
Inflation estimate	0.987	1.015	1.032	1.046
Fixing of specific grants	0.019	0.019	0.019	0.019
Spinal Point Increases	0.700	0.700	0.700	0.700
Increase in Bank Holidays	0.000	0.054	0.000	0.054
OHU Mental Health Nurse	0.044	0.000	0.000	0.000
5% Reduction in Security Grant	0.057	0.052	0.052	0.052
Transformation Team W10	0.035	0.000	0.000	0.000
Charter System	0.008	0.000	0.000	0.000
Crime Prevention Dept Restructure	0.019	0.000	0.000	0.000
MASH - incl property	0.199	0.000	0.000	0.000
1% Local Gov Pension Increase	0.275	0.275	0.275	0.275
Increase in NI (Pensions Bill)	2.052	0.000	0.000	0.000
CAID - NPCC	0.037	0.023	0.000	0.000
Leadership Training	0.030	0.000	0.000	0.000
Increase in Specials	0.000	0.260	0.000	0.000
Corporate Comms Investment	0.039	0.000	0.000	0.000
Increase in data costs	0.175	0.000	0.000	0.000
Custody Healthcare	0.122	0.000	0.000	0.000
Nat. Police Promotions F/work	0.033	0.000	0.000	0.000
Additional PTT staff	0.100	0.000	0.000	0.000
Unidentified Policing Pressures	0.150	0.250	0.250	0.250
Total increases in Expenditure	5.081	2.648	2.328	2.396
Cost Reduction				
Reduced Rent Allow & Comp Grant	-0.173	-0.302	-0.095	-0.095
Reduction in Shift Allowance	-0.020	0.000	0.000	0.000
C RTP	-0.136	0.000	0.000	0.000
Reduction in Bank Holidays	-0.162	0.000	-0.108	0.000
Spinal Point Impact of New Recruits	-0.298	-0.298	-0.298	-0.298
Total reductions in Expenditure	-0.789	-0.600	-0.501	-0.393
Contributions to or from Reserves	-1.605	0.000	0.000	0.000
Contribution from OPCC Commissioning Fund	-0.315	0.000	0.000	0.000
Savings Required = '-' / Growth Available	-0.674	-0.583	-0.338	-0.753
New Requirement	103.221	106.292	107.781	109.031

Inflation Assumptions

Employees	1.00%	1.00%	1.00%	1.00%
Grant Income/Interest	0.60%	0.60%	0.60%	0.60%
Other	0.60%	0.60%	0.60%	0.60%
IT	1.40%	1.40%	1.40%	1.40%
Utilities	2.50%	2.50%	2.50%	2.50%

Chief Constables Financial Plan

Based on Council Tax Increase

0.00%

Financial Year >>>>>>	16/17 <i>£million</i>	17/18 <i>£million</i>	18/19 <i>£million</i>	19/20 <i>£million</i>
Expenditure BFWD	101.523	102.472	104.761	105.416
add back funded from reserve	0.000	1.605	0.000	0.000
Revised Expenditure Carried Forward	101.523	104.077	104.761	105.416
Cost Increases				
Inflation estimate	0.988	1.009	1.018	1.024
Fixing of specific grants	0.019	0.019	0.019	0.019
Spinal Point Increases	0.700	0.700	0.700	0.700
Increase in Bank Holidays	0.000	0.054	0.000	0.054
OHU Mental Health Nurse	0.044	0.000	0.000	0.000
5% Reduction in Security Grant	0.057	0.052	0.052	0.052
Transformation Team W10	0.035	0.000	0.000	0.000
Charter System	0.008	0.000	0.000	0.000
Crime Prevention Dept Restructure	0.019	0.000	0.000	0.000
MASH	0.199	0.000	0.000	0.000
1% Local Gov Pension Increase	0.275	0.275	0.275	0.275
Increase in NI (Pensions Bill)	2.052	0.000	0.000	0.000
CAID - NPCC	0.037	0.023	0.000	0.000
Leadership Training	0.030	0.000	0.000	0.000
Increase in Specials	0.000	0.260	0.000	0.000
Corporate Comms Investment	0.039	0.000	0.000	0.000
Increase in data costs	0.175	0.000	0.000	0.000
Custody Healthcare	0.122	0.000	0.000	0.000
Nat. Police Promotions F/work	0.033	0.000	0.000	0.000
Additional PTT staff	0.100	0.000	0.000	0.000
Unidentified Policing Pressures	0.150	0.250	0.250	0.250
Total increases in Expenditure	5.082	2.642	2.314	2.374
Cost Reduction				
Reduced Rent Allow & Comp Grant	-0.173	-0.302	-0.095	-0.095
Reduction in Shift Allowance	-0.020	0.000	0.000	0.000
CRTP	-0.136	0.000	0.000	0.000
Reduction in Bank Holidays	-0.162	0.000	-0.108	0.000
Spinal Point Impact of New Recruits	-0.298	-0.298	-0.298	-0.298
Total reductions in Expenditure	-0.789	-0.600	-0.501	-0.393
Contributions to or from Reserves	-1.605	0.000	0.000	0.000
Contribution from OPCC Commissioning Fund	-0.315	0.000	0.000	0.000
Savings Required = '-' / Growth Available	-1.425	-1.358	-1.158	-1.588
New Requirement	102.472	104.761	105.416	105.808

Inflation Assumptions

Employees	1.00%	1.00%	1.00%	1.00%
Income	0.60%	0.60%	0.60%	0.60%
Other	0.60%	0.60%	0.60%	0.60%
IT	1.40%	1.40%	1.40%	1.40%
Utilities	2.50%	2.50%	2.50%	2.50%

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>15/16</i> <i>£million</i>	<i>16/17</i> <i>£million</i>	<i>17/18</i> <i>£million</i>	<i>18/19</i> <i>£million</i>	<i>Cum</i>
Capital Financing						
Government Grant (28% red. est)	0.000	0.793	0.571	0.571	0.571	2.506
Capital Reserve (post cap fin tfr)	12.626					12.626
Contribution from Reserves	0.000					0.000
Capital Receipts	0.000	0.000	1.265	1.630		2.895
Revenue Cont. to Capital (1.9% CT)	0.000	0.729	0.739	0.739	0.739	2.946
	12.626	1.522	2.575	2.940	1.310	20.973
Capital Expenditure (on a cashflow basis)						
Part A - Maintenance and Replacement Programme						
Vehicle Fleet	-0.039	0.913	0.913	0.913	0.913	3.613
Programmed Maintenance - Buildings		0.100	0.100	0.100	0.100	0.400
Airwave Handsets	0.166	-0.100	0.035	0.000	0.000	0.101
Hi-tech crime unit computers	0.000	0.000	0.050	0.000	0.050	0.100
Operational Equipment (Taser)	0.030	0.000	0.050	0.000	0.050	0.130
Total Maintenance and Replacement	0.157	0.913	1.148	1.013	1.113	4.344
Part B - Development and Improvement Projects						
Minor Works - Building Improvements		0.075	0.075	0.075	0.075	0.300
Estates Major Projects	0.780	0.400	8.186	0.340		9.706
Video Conferencing						0.000
CCTV Gablecross						0.000
ECC/FCC Meridian Replacement						0.000
Forcewide Telephone Platform	-0.091	0.220				0.129
Performance System	0.010					0.010
Blackrock Firearms Training Facility	0.043					0.043
FIM						0.000
CCC Refurbishment Programme	0.176					0.176
Tasking and Briefing System	0.128					0.128
ANPR		-0.484				0.484
HR systems		0.145				0.145
Total Development and Improvement	1.046	1.324	8.261	0.415	0.075	11.121
Part C - ICT Refresh Programme						
ICT Remediation Work Phase 2	0.159	0.337	0.245			0.741
Computer Laptops, Tablets, Desktops, etc.	-0.393	1.175	0.140	0.140	1.120	2.182
ICT Investment (incl servers, storage)	-0.083	0.353	0.500	0.500	0.500	1.770
Mobile Working	0.496	0.200	0.000			0.696
Protective Monitoring	0.006	0.000	0.000			0.006
Hi Tech Crime Unit Storage and Servers	0.039	0.000	0.000			0.039
Communications Network	0.256	0.000	0.250			0.506
Total ICT Refresh	0.480	2.065	1.135	0.640	1.620	5.940
Total for Parts A, B and C	1.683	4.302	10.544	2.068	2.808	21.405
Surplus / Deficit (-) for Year	10.943	-2.780	-7.969	0.872	-1.498	-0.432
Cumulative Surplus / Deficit	10.943	8.163	0.194	1.066	-0.432	-0.432



RESERVES AND PROVISIONS POLICY (updated Jan 2016)

Purpose

1. This policy sets out how the Police and Crime Commissioner (PCC), in association with the Chief Constable (CC), will determine and review the level of usable and unusable Reserves and Provisions.
2. The PCC is required to maintain adequate financial reserves to meet the needs of the organisation. The PCC's Chief Financial Officer (here on known as the Treasurer) has a legal duty to local taxpayers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.
3. The optimisation of reserves is an important part of medium term planning. Reserves are a potential source of funding for pump priming initiatives and also can cover the consequences of risks which may materialise. The Treasurer has to take account of the strategic, operational and financial risks facing Wiltshire Police in assessing the adequacy of reserves when setting the budget.
4. Reserves may either be earmarked for particular purposes or held as a general sum as a matter of prudence to cover unforeseen expenditure. Reserves are defined by CIPFA as:

“Amounts set aside for purposes falling outside the definition of provisions should be considered as reserves, and transfers to and from them should be distinguished from service expenditure disclosed in the Statement of Accounts. Expenditure should not be charged direct to any reserve. For each reserve established, the purpose, usage and the basis of transactions should be clearly identified. Reserves include earmarked reserves set aside for specific policy purposes and balances which represent resources set aside for purposes such as general contingencies and cash flow management.”

5. This policy will take into account the latest guidance and regulation on the use and management of reserves and balances. CIPFA's Code of Practice on Local Authority Accounting in the United Kingdom known as 'The Code', states that, for each reserve established, the purpose, nature and basis of transactions should be identified.
6. CIPFA's Prudential Code requires Chief Financial Officers in PCC's to have full regard to affordability when making recommendations about the local authority's future capital programme. The requirement for three year revenue forecasts across local authorities, coupled with three year grant settlements ensures there is a focus on the levels and application of local balances and reserves.

Managing Reserves – Principles

7. Reserves held are either usable or unusable.
8. When reviewing their medium term financial plans and preparing their annual budgets PCC's should consider the establishment and maintenance of the General Reserve, this assists in providing;
 - ❖ a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing;
 - ❖ a contingency to cushion the impact of unexpected events or emergencies;
9. Other reserves classified as 'usable' exist for specific 'earmarked' purposes.
10. Unusable reserves may also be held. These arise out of the interaction of legislation and proper accounting practice. These 'unusable' reserves are not resource-backed and cannot be used for any other purpose.
11. Transfers to and from reserves will be made in accordance with financial regulations.
12. The Treasurer will comment on the adequacy and use of Reserves as part of the annual budget setting process.

Types of Reserves

13. In addition to the **General Reserve** Wiltshire Police will hold usable reserves for the following purposes:
 - **Investment** - reserves held to fund future time limited capital or revenue expenditure requirements in line with the Local Policing Plan and Priorities
 - **Partnership** - specific reserves held for partnership purposes which may include funding provided by partners to help achieve a specific purpose
 - **Contingency and Risk** - reserves held to provide a level of cover for unexpected or one off events or emergencies or predictable liabilities or costs.
14. Wiltshire Police will hold a **Capital Development Reserve**. This reserve is critical in the funding of the on-going capital plan.
15. Unusable reserves, which are not resource-backed and cannot be used for any other purpose, are described below:
 - **Asset Adjustment** - reserves to account for the losses or gains on assets through revaluation or timing differences
 - **Pensions** - carries the future liability for post employment benefits in accordance with statutory provisions.

- **Statutory adjustments** - reserves to adjust between costs recognised in the general fund balance and statutory arrangements.

16. For each reserve there should be a clear protocol setting out the reason for/purpose of the reserve. When establishing reserves PCC's need to ensure that they are complying with the CIPFA's Code of Practice on Local Authority Accounting in the United Kingdom known as 'The Code' and in particular the need to distinguish between reserves and provisions.

Building Reserves

17. The General Reserve will change each year with the transfer of year end surpluses or deficits to this reserve. This reserve will be set in line with the Treasurers view which will take into account issues such as the current and future financial climate. The Treasurers current view is that the target for this reserve should equate to 2.5% of the budget. It is expected that variations in year will be dealt with by a transfer to or from an investment reserve. This transfer will be recommended at year end as part of the closure of accounts process and will need to be approved by the PCC.

18. Earmarked reserves and other specific reserves will be established or removed on a 'needs basis', in line with planned or anticipated requirements set out in the Police and Crime Plan, Medium Term Financial Strategy and Financial Regulations.

19. The current financial landscape demands that significant savings need to be made in order to deliver a sustainable budget. It is prudent to have reserve levels to provide a buffer or a safeguard during uncertain times. It is also important to maintain sufficient reserves to provide additional capacity for discretionary use to smooth the introduction of savings. For redundancy and other small change costs the Restructuring Reserve will be used by the Chief Constable.

20. In line with the PCC's Police and Crime Plan a Community Safety Investment Reserve has been introduced. Use of this fund will be determined by the PCC with decisions documented at the internal Corporate Management Board.

Quantifying the Reserves Requirement

21. The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

22. This means that the minimum prudent level of reserves is a matter of judgement rather than prescription. Neither CIPFA nor statute sets a minimum level of reserves. In determining the level and type of reserves, the PCC has to take into account relevant local circumstances and the advice of the CC and CC's Chief Financial Officer to make a reasoned judgement on the appropriate level of its reserves.

23. The Treasurer, with input from the CC's Chief Financial Officer, will adopt a risk based approach in determining the appropriate level of reserves and balances in order to support strategic priorities over the short, medium and long term and the need to maintain financial sustainability.

24. The Local Government Act 2003 requires the Treasurer to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides as part of the annual budget setting process.
25. For the purposes of this Policy, it is the responsibility of the Treasurer, to advise the PCC on the type and level of Reserves to be held.
26. The Treasurer should consider most if not all of the factors shown in the table below when determining the level of Reserves as part of budget setting.

Budget assumptions	Financial standing and Management
The outlook for inflation and interest rates.	The overall financial standing of Wiltshire Police (level of borrowing, debt, etc.)
The availability of other funds to deal with major contingencies and the adequacy of provisions.	Wiltshire Police's track record in budget and financial management including the robustness of its medium-term plans
Estimates of the level and timing of capital receipts.	Wiltshire Police's capacity to manage in-year or temporary budget pressures.
The potential range of costs of demand-led services.	The strength of the financial information and reporting arrangements.
Planned efficiency savings/ productivity gains.	Wiltshire Police's end of year procedures in relation to budget under/overspends.
The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments.	The adequacy of Wiltshire Police's insurance arrangements to cover major unforeseen risks.

27. The proposed use of reserves and balances to deliver a sustainable budget will form part of the budget process.

Application of Reserves

28. Use of the General Reserve is limited to the following purposes:

- ❖ to protect Wiltshire Police from financial risks and
- ❖ provide a working balance to help cushion the impact of uneven cash flows e.g. Precepts;
- ❖ planned non-recurrent funding to ensure a balanced budget is set, with the expectation that a plan will be produced to resolve the deficit and build the reserve up to its recommended level.

29. **Earmarked Reserves** should be available to meet or support a range of specific requirements, including:

- ❖ capital or asset purchases
- ❖ major change management initiatives
- ❖ fixed term projects and other one-off spend
- ❖ exceptional operational expenditure
- ❖ 'Spend to save' and 'pump priming' initiatives

- ❖ managing cross-financial year flexibility

Monitoring and reporting Reserves

30. The forecast level and usage of reserves will be formally approved by the PCC, as part of the Financial Strategy, advised by the Chief Financial Officers and Chief Constable.
31. The proposed use of reserves and balances to deliver a sustainable budget must be included as part of the budget process to the PCC.
32. Unusable reserves are managed as part of accounting policies, specified in the Statement of Accounts which is approved by the PCC.
33. The PCC is the owner of all reserves. All reserves will sit on the PCC's Balance Sheet.

Provisions

34. A provision is recognised in the accounts when a liability has been identified that is of uncertain timing or amount which is to be settled by the transfer of economic benefits.
35. Accounting arrangements for provisions are included in IAS 37 – Provisions, Contingent liabilities and Contingent assets. Further guidance is included in IPAS 19 - Provisions, Contingent liabilities and Contingent assets.
36. A provision should be created when there is a present obligation (legal or constructive) as a result of a past event. Or it is probable that a transfer of economic benefits will be required to settle an obligation and a reliable estimate can be made of the amount of the obligation. Unless these conditions are met, no provision shall be recognised.
37. Provisions may be required for some civil and motor claims. There is a need to split the claims between a provision on the balance sheet for the cost of claims received and outstanding; and funds held in the reserve to cover claims incurred but not received or quantified. Costs surrounding claims that have been reported and assessed will be carried as a financial provision whilst incidents where no claim has yet been made, would be covered by the insurance reserve. The level of the provision will be determined annually at year end with assistance from solicitors on the valuation of claims.

Wiltshire Police Reserves, their Purpose, owner and Target Level

Usable Reserves

User	Reserve Specific	Justification	Target
PCC	General Reserve	Funding set aside to cover the major risks involved with running a £100m Policing business	2.5% of Budget Requirement
PCC	Capital Development Reserve	Funding set aside to assist in the funding of capital to reduce the organisations need to borrow.	As identified in the 3 year Capital Plan
Contingency and Risk			
PCC	Operational Reserve	In line with the financial code of practice CC should have a contingency available for operational activities without the need for additional approvals	1.0% of Budget Requirement
PCC	Insurance Reserve	Provides cover for a one-off increase in claims in the knowledge that significant excess levels exist with current insurances	Maintained at £0.400m in line with current claims history
PCC	Seized Asset Reserve	The budget requires £160,000 of income per year to finance financial investigators undertaking this work. This reserve 'smooths' out variances across years on returns.	Excess returns above budget, to a maximum of 1 yrs budget
PCC	Ill Health Reserve	For each Ill Health retirement agreed a payment of approximately £70,000 has to be made to the Home Office. The annual budget allows for 3 per year, this reserve 'smooths' out variances across yrs	£0.200m has been allocated
PCC	2016-17 Contribution to Revenue Budget	Funding set aside to finance a short term funding position expected in 2016-17	£1.605m has been allocated
PCC	Officer Intake Strategy	Finances to implement a 2yr recruitment strategy to even out officer intakes against budget reductions.	£0.5488m has been allocated this will be mainly used for year 2 of the strategy.
Investment			
PCC	Community Safety Innovation Reserve	In line with the PCC's Policing and Crime Plan this reserve enables the PCC to allocate finances to 'pump prime' initiatives in line with priorities	£0.237m is expected to remain at 31 March 2016
PCC	Specials Intake Strategy	This reserve is intended to finance a plan to increase the number of Specials assisting the force to 500 with a specific recruitment and training strategy.	£1.032m is available for investment

PCC	Diversity Reserve	Funding set aside to finance projects which will lead to a more diverse workforce and benefits that provides.	£0.150m is available for investment
PCC	Corporate Communications Reserve	Funding set aside to finance new initiatives expected to improve the way the PCC and CC communicate to the public and staff.	£0.116m is allocated
PCC	Restructuring Reserve	This funds one off costs such as redundancy and minor office changes required to restructure the business to meet reduced funding levels.	£0.250m is allocated
PCC	Budget Smoothing Reserve	Funds any unplanned shortfalls in savings resulting from timing issues in delivering savings	£0.200m is allocated
PCC	Regional Projects Reserve	In line with Government guidelines Wiltshire have worked with other Forces on collaboration projects to increase efficiency and effectiveness. This fund finances reviews and start up costs	£0.274m allocated for specific projects is expected to remain at 31 March 2016
PCC	Held Property Project	This will fund a 3yr project to consolidate, review and where appropriate dispose of held property across the Force	£0.189m is expected to remain at 31 March 2016
PCC	Uniform Reserve	Funding set aside to replace the entire Body Armour provision during 2015-16 and 2016-17.	£0.274m is expected to remain at 31 March 2016
	Partnerships		
PCC	MAPPA Reserve	This receives funds from the partners in the Multi Agency Public Protection arena and is spent in line with Board decisions.	The balance at 1 April 2015 is £0.033m
PCC	Switch Reserve	This receives funds from partners and is spent on the Integrated Offender Management programme	The balance at 1 April 2015 is £0.099m
PCC	Local Resilience Forum	This receives funds from the partners in the Local Resilience Forum and is spent in line with Board decisions.	The balance at 1 April 2015 is £0.033m
	Provisions		
PCC	Insurance	The estimated cost of finalising claims currently being progressed by the Police	Assessed as part of the year end process



COMMISSIONER'S DIARY

POLICE AND CRIME PANEL

13 January 2016

Introduction

This report sets out a summary of the commitments I have undertaken since the last Police and Crime Panel meeting held on 2 December 2015. 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.

I'M PLEASED COMMUNITY POLICING IS HIGH ON THE CHIEF'S AGENDA

Monday 2 November

I was very pleased to host a victims' event at Devizes Town Hall today. The objective of the day was to get all partners who work with victims to share best practice and look for opportunities to improve the experience for victims. More than 12 organisations were represented and I was particularly pleased that a victim known as Elizabeth was able to attend and speak to us. Her experience put into context everything we were talking about during the day and made us concentrate on the realities rather than the politics.

Today was also Yvonne Maunder's last day in the office; she is leaving for a well-earned retirement. Yvonne has worked in the criminal justice system for 20 years and was certainly an asset to my office, particularly in establishing the relationships with other agencies in the criminal justice system.

Back in the office, I had a briefing on stop and search legislation which is one of the regular monthly updates. I also had a meeting with the chair of the Police and Crime Panel, Cllr Richard Britton.

No Monday would be complete without a briefing from my finance officer, Clive Barker, and today was no exception.

Tuesday 3 November

An 8am meeting at Dauntsey's school with the audit and risk committee which was very convenient as the police senior command team are meeting close by in Potterne so I was able to join them for their briefing. We spent the morning looking at how the money is spent by the chief constable, and how it might be better allocated. This was with the community policing pilot in mind, which is currently being tested in Trowbridge and Warminster with, I'm told, promising results. I was pleased to hear this conversation as it demonstrated to me that community policing is high on the chief's delivery agenda. As you may know I'm distressed by other chiefs talking about how they think community policing and the work done by police community support officers is dispensable.

Wednesday 4 November

This morning we have set up my marquee in Marlborough market. Parking seems to be a main concern, a theme which many people have spoken to me about at many of the markets

I have been to over the last couple of months.

In the afternoon I went to the Swindon Borough Council health and wellbeing board at which the mental health concordat was discussed and I was particularly interested in the development of a homeless strategy. Additionally, we considered reports of restorative youth services, the children's and young people's joint strategic needs assessment and a report from Healthwatch Swindon. I am very pleased that the borough council has included the homeless strategy on the agenda as there is a link between homelessness and crime and this really does form part of the wellbeing section of the committee.

In the evening, I went to listen to Kate Adie speak at a Mercers' Lecture at Dauntsey's school. She is someone who I've only ever seen providing short TV news reports. She spoke very eloquently for an hour and a half, without notes, on her experiences as a journalist in some of the more troubled regions of the world. She is undoubtedly an expert in her field and I can now understand why she speaks with such feeling.



At Marlborough market



At Marlborough market

Thursday 5 November

I was up early this morning to catch a train to London to attend an event hosted by the Police Federation at the BT Tower. This was a good networking session but I have to say that, like so many occasions when police and crime commissioners are in the same room, it is dominated by the approach of the PCC elections in 2016. Speakers included Louise Casey, the Director General of Troubled Families, and Vera Baird, the Police and Crime Commissioner for Northumbria.

During the day there was news that Chief Constable Mike Veale would like to extend the operational policing pilot, and whilst it is early days as far as evaluation is concerned, it appears to be worthy of further examination.

Friday 6 November

This morning Mr Veale and I are holding one of our joint meetings with the National Farmers' Union (NFU), and the Country Land and Business Association. This was held at Marshwood Farm in Dinton, just outside Salisbury. During the course of our meeting we discussed rural crime, hare coursing and police procedures for traffic collisions in the countryside. In what developed into a wide-ranging discussion I was able to set in some context the budgeting surrounding Wiltshire Police in the future. One of the issues raised at the meeting concerned schemes offered in some parts of the country where organisations can buy a police service. I do not think it is healthy for individual organisations to have the ability to "buy" additional policing and certainly believe that we should have consistency of service right across the police areas. I understand the financial pressures that might make this seem attractive but it is not something that I want to have to explore in Wiltshire.

Back in the office, I met Teresa Russ, who used to work for Wiltshire Council's youth offending team. She is now a victim liaison volunteer and involved in restorative justice. Restorative justice is about bringing together the offender and victim in order to give them the opportunity to meet to understand the circumstance of the offence and receive an apology from the offender. In this instance, the offender has damaged some police cars in the county for which I am the owner. The meeting was to explore whether a restorative justice conference was an appropriate way to bring closure to the event. It was interesting to go through the process which many people throughout the county may be offered at some time or another.

In the evening, I attended a political party event before ending another busy week.

Sunday 8 November

Today I attended the remembrance service at Dauntsey's school. The school community was addressed by a retired naval officer who was able to give firsthand experience of conflict and the effect that it had on his life and the lives of families who have been left bereaved. Whilst we always remember those whose names are on the nation's war memorials, we should also remember those who served our country and were left physically wounded, carrying the horrors of war with them.

WITNESSING THE PRIDE OF NEW OFFICERS AND THEIR FAMILIES

Monday 9 November

Tim Mason runs the crime reduction and community safety strategy board and came to Devizes HQ to talk about the proposed agenda for a meeting later this month. Having looked in detail at what we were going to speak about and the attendance that was expected we decided to postpone the meeting.

I had a briefing before the main event of the day: the commissioner's monitoring board. We talked about the regional programme and strategic alliance work, crime recording compliance, our work with local authorities, in particular a request for financing from the Swindon board and our estate costs with Wiltshire Council. We also had a good health and safety report about the collaboration we are doing with Avon & Somerset Police. I have

asked that the constabulary look at joint working with Avon & Somerset to see if we can give more support to our Community Speed Watch volunteers.

Readers may remember that the Force was criticised by an industrial tribunal for its dealings with one of our black officers and I am very pleased that I have now had an opportunity to see the work that is being done on the diversity strategy. This programme will be worked on for a number of months, but it is clear that comments have been taken on board by Chief Constable Mike Veale for work in the future. I have also asked members of my staff to look at recruitment campaigns as we need to make sure that we are showing no bias in how advertisements are worded or presented.

The campaign for my re-election is beginning to build up and so this evening I had a meeting in Salisbury to start talking about some of that, but it is still a long way off.

Tuesday 10 November

This morning we set up in Corsham market and were very pleased to be met throughout the morning by a number of officers from the Neighbourhood Policing Team. These events work better when neighbourhood officers and police community support officers join us because most of what people want to share with me are operational matters that can be dealt with there and then by officers. However, it gives me an opportunity to listen to concerns raised by the public although my overarching memory was of a satisfied community who felt safe.



Sgt Ronnie Lungu, PCSO Shaun Redmond and me at Corsham market

Wednesday 11 November

A weekly update with my communications team was followed by a service of remembrance at 11am outside police HQ. This was led by the Force's chaplain Reverend Dr Richard Armitage. I was asked to read the names of those who fell in war which are on our memorial inside the building. It was a sombre and moving service and I was very pleased that a member of the Wiltshire Police band was able to join us and play the Last Post.

After the service I made my way to Dilton Marsh where I was invited to lunch at the local primary school. Four students prepare and cook lunch and then show the visitors around the playground. Lunch was excellent, as was the conversation with the young people who had prepared it. Their enthusiasm for the school and everything that goes on there is very inspiring. I came away knowing a lot more about what was taught in each of the classes and the in-school and after-school activities that take place, including the school garden which was very impressive.

In the afternoon I went to Warminster to the launch of Safe Places held at the Civic Centre. Safe Places is continuing to be rolled out across the county with the support of local communities and I am very pleased that Warminster have joined with such enthusiasm. We were able to meet a number of potential users of the scheme who were also at the launch. In the evening, I attended a Wiltshire Magistrates Association meeting. We heard from a guest speaker, Noel "Razor" Smith. Noel has spent over three decades in prison for an armed robbery. During the course of his last sentence, he spent more than five years in cognitive group therapy at HMP Grendon in Buckinghamshire. Grendon opened in the 1960s as an experimental psychiatric prison to provide treatment for prisoners with anti-social personality disorders.

He gave a fascinating talk about his life and really optimised the type of person for whom there were no choices. Noel has written a number of books on his life and when I got home I ordered a copy. I hope that I will get the opportunity to hear him again in Wiltshire.



At the Warminster Safe Places launch

Thursday 12 November

In the morning, I went to a governors' meeting at Dauntsey's school followed by my quarterly meeting with the Police Federation.

I spent the evening with the Filling Station, a charity which provides meals for homeless people, in Swindon.

Friday 13 November

A cold and wet day at Chippenham market, but the important thing was that we were accessible to the public.

On the way back to HQ I visited a local charity called Helping Hands of Domestic Violence. Back in Devizes I was privileged to attend the passing out ceremony for new police officers. These ceremonies are always a proud time for officers who have finished their classroom training and for their families who support them today and will continue to support them in the future. I am very pleased that Wiltshire Police are still recruiting and training officers given the recent uncertainty over funding.



At Chippenham market with PCSO Collins and PCSO Brown



Mike Veale and me with 14 new police officers

Saturday 14 November

I attended the Diwali celebration by Swindon Tamil Association at the Phoenix Theatre, New College. I have been going to these for many years now and have seen a lot of the dancers and performers grow from young children to adults. The Tamil Association works hard to celebrate their culture whilst being active citizens in Swindon. The celebrations started after lunch and I returned home at around 9pm. As well as seeing many styles of dance and music, we were also treated to excellent food and hospitality.

POLICE CADETS JOIN ME FOR THE TAKEOVER CHALLENGE

Monday 16 November

A day of meetings today, the first appointment was at 8am with the Chief Finance Officer, Clive Barker. This regular meeting is to look at spending by the Force and my office. This morning merged seamlessly into a meeting with Dan O'Brien, the political reporter of BBC Wiltshire at which we discussed the impending Comprehensive Spending Review (CSR) and the implications for police funding. I think it is worthwhile to give Dan an insight into various bits of information that we require to decide precepts and resourcing levels for next year. The announcement of the CSR and funding for policing will not be made until the end of the month, but we already know that the tragic events in Paris over the weekend will have some bearing on the announcement in two weeks' time.

Sir Tom Winsor, Her Majesty's Chief Inspector of Constabulary, is visiting us today and it was a pleasure to meet him with Wendy Williams, HM Inspector of Constabulary for Wales and Western Region. This meeting was to discuss a specific case with Sir Tom, but I very much enjoyed the wider conversation we were able to have about inspections of the Force. I

have asked Sir Tom to consider making a specific inspection in relation to our safeguarding procedures and look forward to hearing from him in due course.

At 11am the Force, and our HMIC visitors, gathered outside HQ to remember those who lost their lives in Paris on Friday night.

In the afternoon I had two further meetings, the first on mental health and the second on the performance of the Force, which is monitored at a meeting which is attended by my office.

Tuesday 17 November

Today we are holding a public consultation in Salisbury market. This is one of the busier markets in the county and it is a very good place to meet not only the public of Salisbury but those from the outlying villages.

Local issues were raised but I was pleased that the closure of the custody unit in the city was not an issue that caused concern. Generally, the provision of policing with a front counter at Bourne Hill seems to be meeting the needs of the city.

At lunchtime I met David Lewis, Assistant Chief Constable of Dorset Police, to discuss some of the regional work we are doing and he was seeking my views on the Regional Organised Crime Unit (ROCU) for the South West.

Back to County Hall in Trowbridge for a brief meeting to discuss the expansion of Community Messaging before a meeting with Wiltshire public service board. This board has wide representation and we were given updates on welfare reform, universal credit, housing, Wiltshire devolution proposals and Wiltshire's response to the Syrian refugee crisis. I was very pleased to see that groups including Wiltshire Police, the NHS and Department for Work and Pensions were meeting together to see what response the county could give. I don't think that Wiltshire or indeed the individual towns can respond to all 20,000 refugees who will be seeking homes in this country but I am sure that we can extend facilities to support an appropriate number.

Wednesday 18 November

Today a meeting is being held in Bridgwater in Somerset of the South West's Police and Crime Commissioners. The agenda included presentations on video-enabled courts, Emergency Services Mobile Communication Programme (ESMCP) and an update on STORM (the Force's system for logging incidents). We also received updates on the regional approach to IT and human resources as well as the regional approach we will be making to next year's innovation fund.

In the afternoon, we looked at performance papers, especially projects in which we are all involved. Actually, it would be more accurate to say in which some of us are involved as there are few projects that all five forces in the region are involved in. We did have updates on Tri-Force, specialist operations, Brunel major crime collaboration, regional crime unit, South West forensics and Black Rock (our new firearms training centre) which will be open in a couple of weeks. I have to say the meeting remained constructive and positive throughout which was pleasing.

Thursday 19 November

Today is the Children's Commissioner's takeover challenge day during which I am being helped in my role by two police cadets Taya and Oliver.

We started the day by meeting Councillor David Renard, the leader of Swindon Borough Council, and I am greatly indebted to him for allowing Taya and Oliver to be present at the meeting. They joined me on a visit to the dog section and to the control centre, as well as the firearms section at HQ. It gave them an opportunity to ask questions of the operational officers and me an opportunity to visit some of the teams which I have been unable to do for some time.

In the afternoon, we attended a launch for Splitz in Trowbridge. Splitz is a registered charity delivering support services to women (predominantly) and young people experiencing the trauma of domestic abuse.

In the evening, the two cadets joined me at Cumberwell Golf Club, near Bradford on Avon, for the Force awards ceremony. Awards were given for long service and good conduct. In addition, Chief Constable commendations, Chief Constable certificates of merit, and Chief Constable certificates of appreciation were presented by the Vice Lord Lieutenant Lord Lansdowne and the High Sheriff of Wiltshire Lady Gooch. It was a nice touch by the organisers to include Taya and Oliver as distinguished guests at the occasion. They were picked up at about 9pm and I think they had a good 12 hours experience of the life of a PCC.



Mike Veale and me with police cadets Taya and Oliver

Friday 20 November

I had a private meeting at Gloucestershire Police HQ in the morning and returned to Devizes for a meeting with Splash to review performance and discuss future plans. It was good to see the amalgamation of Splash with Community First is working well. The day finished with a meeting with the chair of the audit committee where we ensured that actions from the last meeting have been put in place and we discussed the agenda for the next meeting. In the evening, I attended a political dinner at the De Vere hotel in Swindon.

Then a free weekend.

HOME SECRETARY OPENS TRI-FORCE POLICE SPECIALIST TRAINING CENTRE

Monday 23 November

Community Messaging has been going since 2014 and, as of today, we have 7,359 people signed up to the system. Community Messaging was initially launched in four areas in August 2014, it then began to be gradually rolled out across the county with all areas live in February 2015.

I am very keen that it develops as Community Messaging and not police messaging. I was very pleased to have a meeting with Swindon Borough Council to try to persuade them to



join up. This follows a meeting I had recently with Wiltshire and Swindon councils and I hope that both will see the benefit of joining a robust scheme.

Back at HQ I had a briefing ahead of the commissioner's monitoring board which started at 2pm. We discussed the strategic alliance, the work of the regional commissioning board and our work with Wiltshire Council.

Tomorrow and Wednesday is the Association of Police and Crime Commissioners (APCC) and the National Police Chiefs' Council (NPCC) partnership summit in Manchester so after the commissioner's monitoring board, at around 4pm, I headed north.

Tuesday 24 November

I haven't been to Manchester for many years. The APCC & NPCC summit event is being held in the town hall which is very close to the hotel I have been staying in. It is a fantastic building and I am very glad it has survived renewal in the 1960s. The impressive clock tower is now dwarfed by a high-rise building.

The first day was taken up with plenary events, one entitled Changing Threat and the other Changing Response with breakout sessions on information technology, child sexual abuse and the Peelian principles. The Peelian principles summarise the ideas that Sir Robert Peel, founder of the modern police force, developed to define an ethical service.

In the evening, we were invited to a dinner in the great hall where we had met during the day. The guest speaker was my old friend Lord Wasserman.

The autumn statement from the Chancellor will be released tomorrow and there has been much anguish amongst the PCCs as we debate what tomorrow will bring.

Wednesday 25 November

The second day started with a presentation from MP Jack Dromey, Shadow Minister for Policing, and then a plenary session: Inspiring Confidence in the Face of Change. This brought together a panel including Chief Constable Jacqui Cheer (Queen's Police Medal), Dame Anne Owers (**Dame Commander of the Order of the British Empire**), Julia Mulligan (PCC for North Yorkshire), Steve White, chair of the Police Federation and Dr Jane Martin (Local Government Ombudsman).

I was in a breakout session chaired by Dorset PCC Martyn Underhill entitled Mental Health Policing and Partnerships whilst the chancellor was on his feet giving the autumn statement. I suppose it was a clue that a loud cheer was heard from the main hall when he announced that there will be no new cuts to policing. I am sure that it is all good news for Wiltshire Police, but of course we won't know the final detail until nearer Christmas when the actual Home Office settlement to Wiltshire and other forces is announced. However, it did raise the spirits of the chief constables and PCCs at the conference. The journey back on the train was made more enjoyable as I had the company of our Assistant Chief Constable Kier Pritchard.

Thursday 26 November

The Force organises breakfast meetings with guest speakers. This morning the speaker was Jasvinder Sanghera who gave a fascinating talk about her experiences with honour-based abuse and forced marriages and how the police should approach these issues.

I was very pleased that she gave me a copy of her book *Daughters of Shame*. She is very inspiring and, like so many who can speak from personal experience, very informative, especially for those of us who live in Wiltshire where multi-culturalism is still relatively new. I am very pleased that Jasvinder had the opportunity to speak twice in the morning and give staff the chance to have individual conversations.

After a meeting about volunteers and special constables I drove to Portishead for the **opening of the Black Rock specialist training centre**. This facility, which is jointly owned by Wiltshire, Gloucestershire and Avon & Somerset, gives our Forces state of the art training facilities and I am very pleased that the home secretary Theresa May was able to accept my invitation to open it. She was on a fairly tight schedule but showed real interest in the centre and it was good to hear officers and staff speak appreciatively of the training needs that will be met by the new range.

I went to Swindon in the evening as I was driving for the Filling Station, the homeless charity that feeds many of those in need in Swindon. Forty people turned up for food which is very much in line with the norm.



Mrs May at the opening of Black Rock specialist training centre

Friday 27 November

Today my diary is filled with meetings in the office. The first one is to plan for the police and crime panel which is in a few days, followed by my quarterly meeting with Unison, both of which were informative and useful. I have to say that the discussion was coloured by the Chancellor's announcement on Wednesday of no reduction in funding for policing. This seems to have produced lightness in step and smiles from all quarters of the constabulary.

In the evening, I attended a dinner at **West Wilts Golf Club in Warminster**. Like most golf clubs there seems to be as many cups and awards as there are members. I was interested to see a picture of one of our inspectors taken many years ago as a young man winning a local championship event.

Sunday 29 November

I spent this evening at Royal Albert Hall in London singing **Messiah from scratch**. I have been to this event for several years. It is held to benefit the **British Heart Foundation** and it is a real treat as a tenor to sing with around 500 fellow voices out of 2,500 in total. It has never really occurred to me that people might come and listen as an audience, but it certainly sounded great from the midst of the choir.

TEAMING UP WITH CRIMESTOPPERS AND SLEEPING OUT FOR CHARITY

Monday 30 November

As blog readers may be aware, Monday is generally an office day and today is no exception, apart from a visit to the chiropractor before a meeting of the strategic alliance board scheduled for later in the day. However, the alliance board was cancelled at the last moment.

I also had a session with the head of finance, Clive Barker. Whilst we are still celebrating the autumn statement by Chancellor George Osborne, we will not know the actual figures available to us until Thursday 17 December.

I was very pleased to have a briefing from **Crimestoppers** during the day. This is a national charity which offers an anonymous service for people to report crime. I must admit that I had really only heard of them through the TV Crimewatch programme but they do much more. Having a named individual with responsibility for developing their service in Wiltshire, Emily van der Lely, is a great advantage and one which I think we should try and build on. There is also more activity that I need to investigate as it seems that the information gathered by Crimestoppers does not lead to outcomes in Wiltshire which are in line with the rest of the country. It is good to hear that a volunteer community is being set up in Wiltshire and that it has the support of both Neighbourhood Watch and Wiltshire trading standards as well as the Wiltshire Police Director of Intelligence, Sonja Leith.

I was able to leave work early, due to my meeting being cancelled, to go to London in preparation for my one day holiday tomorrow.

Tuesday 1 December

One day of holiday today. I had such a good time that I am happy to share it with blog readers. My wife and I and another couple took the train from Victoria to Canterbury (Pullman style). In Canterbury we went to a carol service by the cathedral choir and then a walking tour of Canterbury before catching the train back to Victoria to have a three course dinner. It really was a superb experience.

Wednesday 2 December

This morning we have a police and crime panel meeting at Swindon Borough Council offices. The agenda included an update on the comprehensive spending review, our strategic alliance with Avon and Somerset Police and progress on the community policing project. It was a very enjoyable and constructive meeting.

In the evening, I was due at Dauntsey's school but on arrival I found a phone message telling me that my wife had been pulled over by our dogs and was in the accident and emergency department at the Great Western Hospital. My evening was cut short as I returned to Swindon to look after her.

Thursday 3 December

Due to Sarah's incapacitation I've had to take a day off to look after her and her broken shoulder. But in the evening, carer duties were taken over by my daughter, which enabled me to attend the National Farmers Union (NFU) open meeting which was informative and useful.

Friday 4 December

Today we are spending the morning in Warminster market, it's not one of the busiest and it was a particularly miserable day. For those who don't know, the market is held in a remote part of the car park and is subsequently very quiet. However, we did our best to engage the residents of Warminster and the surrounding district.

In the afternoon, I returned to Swindon to look after my wife. But in the evening I was relieved of duty to attend a performance of 'A Funny Thing Happened on the Way to the Forum' at Dauntsey's school. It was an excellent and very amusing performance.

You may know that I am involved in organising a soup run for homeless people on a Thursday evening in Swindon. As part of raising awareness of the plight of homeless people at this time of the year I have challenged the police cadets to sleep out around the HQ site. At around 10pm I joined them. Thirty eight cadets took part and over £3,000 was raised. I have to say I went to sleep fairly promptly and had to be woken in the morning when the young people were much quieter than they had been when I went to sleep.



At Warminster market



At the sleepout, raising awareness of the plight of homeless people

Saturday 5 December and Sunday 6 December

I had nothing in the diary for Saturday and Sunday.

Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
13 th January 2016	Monkton Park, Chippenham	<ul style="list-style-type: none"> • PCC Diary report • Strategic alliance with Avon & Somerset • Report on Race and Religion • PCC Budget for 2016/17 • Task Group Updates <ul style="list-style-type: none"> ○ Commissioning Strategy ○ Call centre
4 th February 2016	County Hall, Trowbridge	<ul style="list-style-type: none"> • PCC Diary report • Strategic alliance with Avon & Somerset • Formal consideration of the proposed PCC precept for 2016-17 • Task Group Updates • Update on Victim Support service (Horizon)

3 rd March 2016	Corn Exchange, Devizes	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Community Policing full review • Report on changing nature of crime and its impact on local policing in Wiltshire • Task Group Updates
16 th June	Corn Exchange, Devizes	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q4)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task group updates
1 st September	City Hall, Salisbury	<ul style="list-style-type: none"> • PCC Diary report • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Strategic alliance with Avon & Somerset • Task group updates