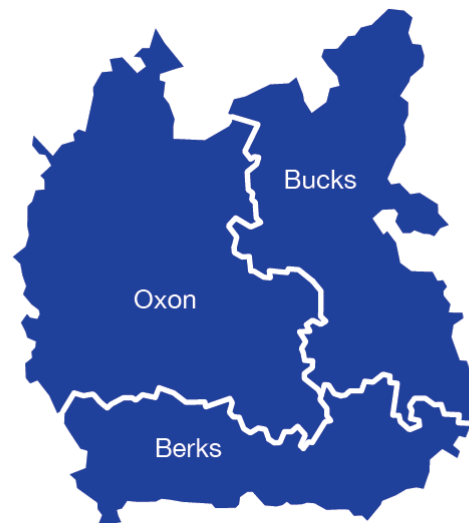


Agenda

- Date:** Friday 29 January 2016
- Time:** 11.00 am
- Venue:** Diamond Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury Bucks HP19 8FF



Map and Directions

The Briefing Meeting for Members will be held at 10am in the Olympic Room. There should be sufficient space in the car park at the Council Offices.

<http://www.aylesburyvaledc.gov.uk/finding-us>

This meeting will not be webcast.

1. Apologies for Absence

2. Declarations of Interest

3. Minutes

To agree the Minutes of the Meeting held on 27 November 2015 including the Confirmation Hearing for the Deputy PCC

1 - 16

11.05am

4. Public Question Time

Anyone who works or lives in the Thames Valley can ask a question at meetings of the Police and Crime Panel, at which a 20 minute session will be designated for hearing from the public.

If you'd like to participate, please read the Public Question Time Scheme and submit your questions by email to contact@thamesvalleypcp.org.uk at least three working days in advance of the meeting.

<http://www.southbucks.gov.uk/article/5242/Public-questions-at-Panel-meetings>

- | | | | |
|---------|------------|---|------------------|
| 11.25am | 5. | <p>Themed Item - Taxi Licensing Nathan March (South Bucks District Council), Julien Alison (Oxford City Council) and Clyde Masson (Reading Borough Council) Licensing Managers will be attending for this item.</p> <p>The purpose of this item is to look at standardisation of taxi licensing across the Thames Valley and how partners can work together to ensure that the public can travel as safely as possible.</p> <p>http://www.local.gov.uk/publications/-/journal_content/56/10180/7111867/PUBLICATION</p> | |
| 12.25pm | 6. | <p>Annual Assurance Report Dr Louis Lee, Chairman of the Joint Independent Audit Committee will attend to present his report.</p> | 17 - 32 |
| 12.50pm | 7. | <p>Budget Task and Finish Group Chairman Iain McCracken</p> | To Follow |
| | 8. | <p>Scrutiny of the Proposed Precept - Questioning of the Police and Crime Commissioner Attached is the Revenue Estimates 2016/17 and the Medium Term Financial Plan 2016/16 to 2019/20 for consideration.</p> <p>For information on the Medium Term Capital Plan 2016/16, the Reserves, Balances and Provisions and PCC Financial Strategy please see supplement pack.</p> <p>http://sbdc-spider2.southbucks.gov.uk/democracy/ieListDocuments.aspx?Cid=289&Mid=2384&Ver=4</p> | 33 - 98 |
| 13.30pm | 9. | <p>Local Criminal Justice Board This item is to provide Members with information on the work of the Local Criminal Justice Board. A number of the PCC's Strategic Objectives in the Police and Crime Plan relate to the Criminal Justice process therefore this item will provide information on the operation of the Board and the key issues being addressed.</p> <p>David Colchester Programme Manager for the Local Criminal Justice Board will be attending.</p> | |
| 13.50pm | 10. | <p>Consultation on Complaints against the PCC For Members to comment on the attached consultation and the questionnaire. A response is required by 10 March 2015.</p> | 99 - 124 |
| 14.00pm | 11. | <p>Police and Crime Review 2015 For the Panel to note.</p> | 125 - 132 |
| 14.10pm | 12. | <p>General Issues To note and ask questions on the general issues report</p> | 133 - 154 |
| 14.20pm | 13. | <p>Work Programme For Panel Members to agree the Work Programme for 2016 (which may be</p> | 155 - 158 |

subject to change following the elections)

14. Date and Time of Next Meeting
11 March 2016 – Wokingham Borough Council

Committee Members

Councillor Julia Adey (Wycombe District Council), Councillor Patricia Birchley (Buckinghamshire County Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Robert Courts (West Oxfordshire District Council), Councillor Emily Culverhouse (Chiltern District Council), Councillor Trevor Egleton (South Bucks District Council), Julia Girling (Independent Member), Councillor Jesse Grey (Royal Borough of Windsor and Maidenhead), Councillor Sabia Hussain (Slough Borough Council), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member), Councillor Chris McCarthy (Vale of White Horse District Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Tony Page (Reading Borough Council), Councillor Bob Pitts (Wokingham Borough Council), Councillor George Reynolds (Cherwell District Council), Councillor Dee Sinclair (Oxford City Council), Councillor Quentin Webb (West Berkshire Council) and Councillor Ian White (South Oxfordshire District Council)

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Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday 27 November 2015, in Council Chamber Cherwell District Council Bodicote House, Bodicote, Banbury OX15 4AA, commencing at 11.00 am and concluding at 1.00 pm.

Members Present

Councillor Patricia Birchley (Buckinghamshire County Council), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member), Councillor Chris McCarthy (Vale of White Horse District Council), Councillor Bob Pitts (Wokingham Borough Council), Councillor George Reynolds (Cherwell District Council), Councillor Dee Sinclair (Oxford City Council) and Councillor Quentin Webb (West Berkshire Council)

Officers Present

Clare Gray

Others Present

David Carroll (Deputy PCC), Paul Hammond (Office of the PCC), Ray Howard (Thames Valley Police), Richard List (Thames Valley Police), Jacob Rickett (Office of the PCC), Anthony Stansfeld (PCC) and Ian Thompson (Office of the PCC)

Apologies

Councillor Julia Adey (Wycombe District Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Robert Courts (West Oxfordshire District Council), Councillor Emily Culverhouse (Chiltern District Council), Councillor Trevor Egleton (South Bucks District Council), Julia Girling (Independent Member), Councillor Jesse Grey (Royal Borough of Windsor and Maidenhead), Councillor Iain McCracken (Bracknell Forest Council) and Councillor Ian White (South Oxfordshire District Council)

1. Declarations of Interest

There were no declarations of interest.

2. Minutes

The Minutes of the Meeting held on 25 September 2015 were agreed as a correct record subject to an amendment to item 2 – Minutes:-

“Dee Sinclair had expressed concern about taxis applying for licences in other local authority areas to the area they were trading in and also the need for local authorities to have a co-ordinated system. “

Agenda Item 3

3. Public Question Time

There were no public questions.

4. Themed Item - Cyber Crime

Detective Chief Superintendent Ray Howard and Acting Asst Chief Constable Richard List were in attendance. A/ACC Richard List introduced the item. Crime is changing moving away from burglary into an era of “new” crimes such as modern slavery, CSE and also cyber crime, which is largely driven by powerful changes in technology. In 2025 computers will be 25% more powerful.

Cyber crime sits in the middle of all risk. Reference was made to an iceberg; under water lay crime which not been reported to the police. The police have to look for this crime and this is a huge change in the criminal landscape. It is not a crime type; cyber crime is a crime theme and cuts across all types of crime in terms of investigation and the need to seize cyber equipment. A picture was shown of how life had changed in eight years with the prevalence of smart phones and tablets. Technology is part of main stream society in a short space of time. It creates opportunities for crime and this can be compared to the advent of the motor car. There is a mass of digital information and evidence out there. Figures include:-

- 182.9 billion emails sent and received each day worldwide
- 1 website in 1991 to 1 billion in 2014
- Internet users 2,925,249,355
- In the UK 21 billion texts and 50 billion instant messages sent per year – instant messages are free and texts cost money therefore instant messaging is increasing
- 24 million broadband lines in the UK
- 15 million twitter users in the UK
- UK mobile phone subscriptions 89.9 million
- Facebook holds 219 billion photographs worldwide
- Percentage of teenage girls who claim to have been bullied on Instagram – 9% - there are other websites used for bullying purposes
- 50 billion devices will be connected to the Internet by 2020 – the internet of things which could be cars, washing machines, household goods etc.

Cyber crime is defined as:-

Cyber Dependent Crimes, where a digital system is the target as well as the means of attack. These include attacks on computer systems to disrupt IT infrastructure, and stealing data over a network using malware (the purpose of the data theft is usually to commit further crime).

Cyber Enabled Crimes. ‘Existing’ crimes that have been transformed in scale or form by their use of the Internet. The growth of the Internet has allowed these crimes to be carried out on an industrial scale. e.g. girl sending pictures of herself over the internet to a person in Turkey. The computer was then seized and following investigation it was found out that the perpetrator had been in contact with hundreds of people and the police need to understand of those contacted who are victims or defendants.

Crime prevention and detection usually works on three points; the offender, location and the victim. This falls apart with cyber-crime as there is no location or multiple locations and often no boundaries. A new system is now used with people, processes and technology but this is more complicated to address.

The **key threats** were outlined as follows:-

Key Threat 1 - The large scale harvesting of personal and business data to commit fraud offences against UK individuals and organisations. E.g Structured Query Language (SQL) attack involving Talk Talk where the company did not have the necessary guards.

Key Threat 2 - The targeted compromise of UK networked systems to modify, delete or steal data to gain competitive advantage, undermine user confidence, inflict reputational damage or gain control of infrastructure. e.g similar to industrial espionage and can damage a business. Criminals can buy DDoS attacks for \$150 dollars. A Distributed Denial of Service (DDoS) attack is an attempt to make an online service unavailable by overwhelming it with traffic from multiple sources. They target a wide variety of important resources, from banks to news websites, and present a major challenge to making sure people can publish and access important information. Big companies can usually resist these attacks but some small and medium companies do not have the capability.

Key Threat 3 - The targeted disruption of access to UK networked systems and services. There is a big risk from terrorist groups and there have been cyber footprint attacks in Canada, Estonia and the US. The Internal Revenue Service has had data stolen through cyber crime.

Key Threat 4 - The increasing volume of cyber dependent criminality is due to 'traditional' organised crime groups becoming technologically aware. For example gangs in London usually associated with guns and drugs now buy software off the shelf and make money through cyber crime with little chance of being caught.

Key Threat 5 - The gap between law enforcement and criminal capacity and capability is increasing. The police need to have access to modern day technology.

80% of cyber crime is preventable which is high. It was important to get this message out to people in order to keep their security systems updated and to take sensible precautions around personal data and changing passwords.

Local responsibilities:-

- Awareness of emerging national and regional structures
- Awareness of local responsibilities
- Understanding of Remit

Local police forces must be able to action reports of cyber-dependent and cyber-enabled crime directly from the public and as packages from Action Fraud / National Fraud Intelligence Bureau, including crimes in action. As an example, this may include incidents of:-

- *malicious communication*
- *fraud*
- *harassment*
- *child exploitation*
- *money laundering*

4 P's

There is an **Action Plan** and Neighbourhood Teams lead on this.

- Prevent

Agenda Item 3

- Protect
- Prepare
- Pursue

It is important that the Force are ready for a major cyber attack. The full investigation of this is unlikely to come to TVP but the Force may need to deal with some consequences of this. There are many ways the Force can pursue low level cyber crimes.

Action Plan highlights

- National, Regional and Local strands
- Identification of necessary technology - upgraded intelligence offices with up to date laptops and better access to technology
- Communications Plan
- Increased training – The College of Policing is linked into the National Centre for Applied Learning Technologies. There is training for the Mobile Command Communications Team. For more specialist training there is the Digital Media Investigation course.
- Dedicated Open Source capability – this is where the Force can find out what is on the internet and what is not protected. For example they can look at social media to pick up any issues and evidence on crimes.
- Partnership work www.getsafeonline.org. Members were informed that this was a key website to look at and promote. Cyber Essentials which is an industry supported certification scheme developed by the UK Government to measure their cyber security systems.
- Organisational Learning – The Serious Organised Crime Unit share information so the Force can learn from it.
- Budget allocated for new and emerging technologies

Child Exploitation and Online Protection Centre – the sharing of indecent images is increasing

- Internet packages from across the world with UK IP addresses identified
- Regulation of Investigatory Powers Act – to identify IP addresses, intelligence and see if there is any threat, prioritise and action
- Intelligence
- Risk Assessment
- Action – Police Online Investigation Teams (POLIT) or Area

National Fraud Intelligence Bureau/Action Fraud – The Force that has the suspect living in that area picks up the crime but sometimes it can be where the victim or business is located. With a combination of resources from the Local Force, Regional cyber capacity and National Cyber Crime Unit the aim is to work together to prevent the UK from a high level systems attack and economic disruption. Examples of this include Sony and South Korea.

- National Response
- Worldwide Reporting
- Central Triage
- Suspect based allocation to Forces
- Intel Checks and local Triage
- Economic Crime Unit (complex cases) or local CID response

Five key points:-

- Cyber Crime is increasing and technology offers opportunities for crime.

- It will change – significantly. The Force need to keep up with how criminals are thinking and identify risks.
- Disruption and Prevention are key – volumes of people involved in cyber crime are vast but they can be stopped at source. The Force has a Communication Plan. Two dates highlighted were Black Friday and Cyber Monday.
- It is different – a fundamental historical shift
- The Unknowns – the Force need to keep their eye on the ball and see what is coming over the horizon before there is any criminal activity.

The PCC said that one of the most difficult areas was understanding the impact of cyber fraud on the Thames Valley. The Home Office have calculated between £35 and £65 billion nationally and with those figures in mind looking at the Thames Valley as the second biggest economic zone, this could account for £2-3 billion, which can be compared with burglary at £7 million or £30-35 million for rural crime.

The following questions were asked:-

Cllr Quentin Webb asked about **victims of cyber crime**? A/ACC Richard List reported that the main way of reporting cyber crime is Action Fraud. This is a national system which has had positive and negative feedback. Positive in terms of it being a good system for intelligence and triage; negative regarding victim support as the organisation does not update victims. The other way to report is a 'service call' through the local police. These calls generally refer to assignments that are typically distributed to public safety professionals that require their presence to resolve, correct or assist a particular situation. Action Fraud comes under the City of London which the police triage. They are then put into crime packages which can be investigated locally. Det Chief Supt Ray Howard commented that there was a big issue in terms of reporting which was very low, particularly from a business perspective there were concerns that one third of businesses had not reported a DDoS attack. This needs to be changed nationally so people are encouraged to report cyber crime and for it to be kept confidential. Some crimes are embarrassing to report such as personal internet dating sites. The public need to be reassured that the police will be very supportive as it can be easy to fall victim to cyber crime with the level of sophistication and psychology used.

Cllr Patricia Birchley asked the PCC whether the police should be responsible for policing the internet? The PCC reported that there were not enough trained people to deal with the scale of the problem. There needed to be a separate national agency similar to GCHQ that could deal with complex cyber crime, which cuts across force boundaries. The police should be enforcers' not detailed investigators. People using the internet for crime were experts and the police force were limited in number, particularly for this type of expertise. He was concerned that some victims report crimes through Action Fraud which then disappear into the system and the victim has no feedback. A recent company lost £52,000 and this was considered below the threshold to be investigated. Less than 2% of crimes are investigated by Action Fraud which showed the scale of the problem.

Cllr Angela Macpherson asked about a body of expertise being built amongst school children. Det Chief Supt Ray Howard reported that this was being undertaken by Estonia who had suffered a major cyber attack. Unless the UK experienced an attack of that scale, this would not be pushed forward by the Government. However, there was a natural improvement in people's knowledge as younger generations start employment. A/ACC Richard List reported that there were regional level partnerships in place with industry who pass on information to the police. Officers particularly work with schools on cyber crime and there is a huge amount of available information on the internet for young people and parents. Parents need to educate their children on basic precautionary measures. As mentioned before

Agenda Item 3

80% of crime could be prevented which is key. Information filters down on an international basis through the hierarchy to the National Cyber Crime Unit downwards. There is the Cyber Security Information Sharing Partnership which was launched in March 2013 which allows the Government and Industry to share information on current threats and managing incidents on a secure platform. School children are educated on being safe e.g SMART poster but parents need to keep well informed as well. It is difficult to monitor phones particularly. Get safe on line was a very useful website.

Cllr Bob Pitts asked about how Members could inform residents about cyber crime and also how young children who have committed crimes could be used to help prevent cyber crime.

Det Chief Supt Ray Howard referred to the Thames Valley Fraud Alerts and also the Get Safe Online website which would be helpful to promote at public meetings. In terms of using hackers he gave an example of a crime committed in 1998 which was the first ever virus called the Morris worm. The person was convicted but is now a Professor at the Massachusetts Institute of Technology. The other area to raise awareness was the use of dating sites. The PCC reported that a major terrorist plot was cyber enabled and engineered by a 14 year old who found people on the other side of the world to carry out the attack for him.

Cllr Dee Sinclair commented that she was relieved to hear the police say crime is changing rather than reducing which is misleading, particularly when looking at the prevalence of cyber crime. It was important to raise awareness and focus local meetings such as Neighbourhood Action Groups on key issues such as cyber crime rather than the old traditional concerns such as parking. Education of the public to the vulnerability of this crime was crucial for the young and older generation. Days such as Black Friday were an opportunity to do this. Are all Police Officers given training in cyber crime? What about visibility of police officers ?

- A/ACC Richard List reported that there was training at different levels. There was online training (NCALT in full above). There were seven modules which covered basic awareness of cyber offences. The next level up was for the MCCT (in full above) which was a course designed for detectives. It was a week long and funding had been pump primed from the Home Office looking at cyber crime, the internet and social media. There was a higher level Digital Media Investigators course where people were trained to advise senior investigating officers dealing with serious offences. The challenge going forward is to keep the training relevant. Private sector providers work with the Force to fill any training gaps which is across the region including Hampshire, Sussex and Surrey.
- Visibility was a difficult issue with cyber crime. The police were visible on internet law enforcement and there was visible information about policing on this area which they were looking to develop. There was a lot of information for vulnerable young people in terms of bullying. Visibility and awareness had to be undertaken in partnership and the Force were only one part of that. Other partners included schools and parents. In terms of adults they were working with Age Concern as some older people did not update their security and were still using Microsoft 98. The presentation will be circulated to Members so that it could be used to help increase awareness.

Curtis-James Marshall commented that training, education and building on expertise including partnerships with industry had to be the way forward. He expressed concern that it must be difficult to recruit and offer the right level of pay and benefits competing with the private sector. This was a national issue which should be addressed by the Government and PCC's should use their influence. GCHQ go to the Shoreditch area (known for companies with technical expertise) to recruit. He was concerned about the value of in house training using NCALT.

Cllr Angela Macpherson asked a question about perpetrator profiles? Are they involved in other forms of offending? Det Chief Supt Ray Howard reported that it was difficult to analyse across several areas with the way information was collected. However, they did do this for child abuse looking at who was involved, how often they offended and other information on co-offenders and criminal records. The difficulty was that cyber crime was so broad that this type of work was insurmountable. There was some work being carried out by Cambridge University on this area. <http://www.cam.ac.uk/research/news/> . One of the issues was that cyber crime was global therefore looking at a crime in Slough Magistrates Court would have no meaning to a criminal in Russia. Software as a service is a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted. This model makes it very easy to commit crime by buying skills and training and gaining access to the 'dark web'. Another area was the 'gaming' industry which the police were looking at. Some young people did not see cyber-crime as an offence.

Cllr Patricia Birchley referred to technology facilitating terrorist attacks and examples where terrorists were using the blackberry system to contact each other which was difficult to track. Acting Det Chief Supt Ray Howard referred to the 2011 riots which were a watershed in the social media world where the police did not have the right intelligence on social media. The Force at the time just had stand alone google computers. The Home Office is now funding IT to investigate social media and look at trending and what people are saying. There are open source capabilities which offer new information to the Police and prevent crime and disorder in a more effective way.

Cllr Quentin Webb referred to performance recording and whether cyber crime was recorded under its own area or type of crime? Det Chief Supt Ray Howard reported that with cyber crime it is not referred to as one type of crime but is a theme of reporting. It was problematic for example rape often involved social media but was recorded as a rape. Pure cyber crime was recorded under the Computer Misuse Act as this was straightforward. Most cyber dependent crime was recorded under the crime itself. It was important to flag this more to get a picture emerging more effectively on cyber crime. This was a huge threat not currently borne out in police crime figures.

A/ACC Richard List reported that to monitor the efficiency of the Force it was important to see the performance level to control or fight cyber crime and the PCC can view that increasingly. However this was a national problem which was being addressed at the regional level but it was still not possible to show the true element of cyber crime.

Ray Howard and Richard List were thanked for their presentation and questions. The Vice Chairman emphasised the public cyber street wise campaign <https://www.cyberstreetwise.com/> and suggested that it may be helpful to look at whether a Working Party should be set up to look at this item in more detail.

Summary

- **Panel Members to use their influence to ensure that preventing cyber crime is highlighted at local public meetings, with parents and with local partners, including the get safe online and cyber street wise websites**
- **PCC to continue to influence the Government on prioritising cyber crime and ensuring that adequate resources are invested into this area including developing young people and specialised training**

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- **Following the PCC elections, Panel Members may wish to reassure themselves that cyber crime remains a high priority within the Police and Crime Plan and how the PCC will measure success in delivering his objective.**
- **To consider whether a Working Group should be set up to look at this area in more detail.**

5. Report of the Preventing Child Sexual Exploitation Sub-Committee

The Vice-Chairman of the Child Sexual Exploitation Sub-Committee reported on the first meeting which had been held on 3 November 2015. He reported that the NSPCC website shows that over 2,400 children were victims of sexual exploitation in gangs and groups from August 2010 to October 2011. 10% of children on Child Protection Plans had suffered some form of sexual exploitation. There were 476 occurrences linked to CSE in 2014/15. The Crown Prosecution Service prioritised CSE and there was a joint protocol which helped ensure that both organisations are prepared and empowered to deal with the changing nature of case work and to provide greater consistency in the handling of these cases.

The Police and Crime Commissioner reported that a study was being carried out by Oxford University on CSE and also there was a national Independent Inquiry into Child Sexual Abuse which will investigate whether public bodies and other non-state institutions have taken seriously their duty of care to protect children from sexual abuse in England and Wales which would be led by Hon Lowell Goddard. The PCC commented that he hoped this Inquiry would also look into the Operation Bullfinch recommendation (see two below).

In terms of the future Work Programme, Cllr Angela Macpherson reported that it would be useful to look at the co-ordination of partnership working across the Thames Valley as many local authorities are looking at this issue from different angles and it was important that recommendations are actioned and collected together.

The Panel AGREED the following recommendations:-

- 1. That the Scrutiny Officer should speak to the LSCB in Oxford to gain a better understanding of any issues concerning language schools and if necessary invite them to a future Sub-Committee meeting.**

This was raised as a concern by the PCC and a Panel Member because this area was not regulated.

- 2. That the PCC and Panel Members lobby Government to implement the Bullfinch recommendation or to look at the opportunity to commission independent academic work subject to available resources due to limited budget.**

The Bullfinch recommendation not implemented was as follows:-

“With a significant proportion of those found guilty nationally of group CSE being from a Pakistani and/or Muslim heritage, relevant government departments should research why this is the case, in order to guide prevention strategies’

- 3. That the most effective MASH model be scrutinised by Sub-Committee Members and as appropriate Panel Members should promote the adoption and implementation by all local authorities across the Thames Valley of best practice. That the Sub-Committee look at the co-ordination of work undertaken by the MASH's across the whole of the Thames Valley.**

The PCC expressed concern about the ability to provide resources for six MASHs in Berkshire which could impact on their effectiveness. Members thought it would be helpful to identify best practice which can be shared and to ensure that there was good co-ordination across the Thames Valley.

- 4. That the Panel Members be asked to identify which of their Authorities scrutinise their LSCB's and at what frequency**

As the LSCB were not held to account by another body (a government report states that the Chief Executive and Lead Members, through Scrutiny Committees, should be more central to the governance process to ensure that the Chair and the Board are held to account) Members thought it would be helpful to obtain feedback from Panel Members on how their LSCB are held to account and at what frequency.

- 5. That the PCC be asked whether it would be possible for the Hotel Watch Scheme to be rolled out across the Thames Valley.**

This was a recommendation from the Bucks County Council Inquiry Report (Minute 6) for Buckinghamshire and the suggestion was that this should be extended to the Thames Valley if possible.

- 6. For the Panel to scrutinise whether to there was a co-ordinated response in relation to licensing and transportation of children in the Thames Valley.**

This was a recommendation from the Oxfordshire stock take report that regulation of these two areas could be more robust. The role of Licensing Authorities and Taxi drivers was also considered as part of the Bucks County Council Inquiry Report.

- 7. For the Panel to ask their relevant Cabinet Member (County and Unitaries) that through their commissioning process that all sexual health providers are asked to facilitate the sharing of information on repeat referrals within a confidential environment for high risk children.**

There was a similar recommendation to this one proposed through the Buckinghamshire County Council Inquiry Report. The Terence Higgins Trust operates a 'red flagging' system which makes practitioners aware of when they are dealing with repeat referrals. There is no sharing of information on children presenting frequently at different providers. Sexual Health Services are commissioned by the Public Health Team with the decision being taken by the relevant Cabinet Member who may be able to influence the sharing of information through the commissioning process.

6. Verbal report on the Police Funding Formula

The Home Office recently announced that it will be revising the policing funding formula, which determines the level of grant funding police forces receive from central Government. The formula was

Agenda Item 3

being changed as it was out of date. There are five proposed principles behind the new proposal - being robust, stable, transparent, future proof and incentivising Government objectives.

The PCC reported that the Thames Valley Police were relying less on the Government Grant and were an efficient police force at roughly £100 grant per head of the population. The Thames Valley suffered considerably with funding compared to other Forces and larger police forces particularly suffer from the new formula. Some Forces could receive £165 per head with the new formula. The proposed new formula could lead to further cuts in the grant of at least £6-7 million per annum. The new formula took account of population, deprivation and the number of licensed establishments in the area and how close they were to police cells rather than how far away they were. A Force covering an area with 1000 public bars could receive the same funding as one with 100 bars. The last criteria would have an impact on Thames Valley because of the size of this region. It also impacted adversely on other large or rural geographic force areas such as Devon and Cornwall, Sussex, Cumbria, Surrey and North Yorkshire. In addition no account was taken of the number of roads in the formula and the cost of roads policing.

The Government had now delayed the funding formula by a year because of calculation errors.

The PCC's Chief Finance Officer reported that the 2016/17 grant settlement was expected on 17 December and there would be no budget projections until then. Cllr Dee Sinclair asked whether the criteria for the funding formula would be changed or whether it would be just re-calculated. The PCC reported that there should be far more consultation next year on the formula and the Home Office would write to PCC before the start of the next review.

The report was noted.

7. Tone from the Top - The PCC Response to the Report of the Committee for Standards in Public Life

In October 2014 the Committee on Standards in Public Life began an Inquiry into local policing accountability in England and Wales as to whether the accountability model was effective in supporting and promoting high ethical standards. In June 2015 it published its report 'Tone from the top – Leadership, ethics and accountability in policing'. The report made 20 recommendations to the Home Office, Police and Crime Commissioners, Police and Crime Panels and relevant Associations.

The Panel noted the attached response of the Police and Crime Commissioner and agreed the tabled response of the Panel.

8. The PCC's response to recent HMIC Reports

The PCC reported that he was required to publish comments on reports relating to the Force sent to him and the Chief Constable by Her Majesty's Inspectorate of Constabulary. The Chief Constable then presents comments to the PCC Policy, Planning and Performance meetings to facilitate transparency and accountability which are available on his website.

<http://www.thamesvalley-pcc.gov.uk/Transparency/Agendas-and-Minutes.aspx>

The last HMIC reports were discussed at the last Policy Planning and Performance meeting:-

- In Harms Way: the role of the police in keeping children safe
- Online and on the edge: real risks in a virtual world
- Building the picture: an inspection of police information management

- The welfare of vulnerable people in police custody.

The PCC reported that HMIC reports were a valuable source of information.

The Panel noted the report.

9. Report of the Complaints Sub-Committee

The report of the Complaints Sub-Committee held on 25 September 2015 was noted by the Panel.

10. General Issues

The report on general issues covered the following areas:-

- Police Funding Formula
- Bedfordshire PCC looking at ways to help budget cuts
- HMIC Police Efficiency Report
- Article on complaints
- Good practice for police and crime panels
- Terrorism.

The Panel noted the report.

11. Work Programme

The Panel noted the Work Programme and agreed that cyber crime should be looked at in more detail, including the Prevent agenda, taxi licensing and illegal traveller sites.

12. Date and Time of Next Meeting

29 January 2016 at Aylesbury Vale District Council

CHAIRMAN

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Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday 27 November 2015, in Council Chamber Cherwell District Council Bodicote House, Bodicote, Banbury OX15 4AA, commencing at 1.00 pm and concluding at 1.30 pm.

Members Present

Councillor Patricia Birchley (Buckinghamshire County Council), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member), Councillor Chris McCarthy (Vale of White Horse District Council), Councillor Bob Pitts (Wokingham Borough Council), Councillor George Reynolds (Cherwell District Council), Councillor Dee Sinclair (Oxford City Council) and Councillor Quentin Webb (West Berkshire Council)

Officers Present

Clare Gray

Others Present

David Carroll (Deputy PCC), Paul Hammond (Office of the PCC), Jacob Rickett (Office of the PCC), Anthony Stansfeld (PCC) and Ian Thompson (Office of the PCC)

Apologies

Councillor Julia Adey (Wycombe District Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Robert Courts (West Oxfordshire District Council), Councillor Emily Culverhouse (Chiltern District Council), Councillor Trevor Egleton (South Bucks District Council), Julia Girling (Independent Member), Councillor Jesse Grey (Royal Borough of Windsor and Maidenhead), Councillor Iain McCracken (Bracknell Forest Council) and Councillor Ian White (South Oxfordshire District Council)

14. Declarations of Interest

There were no declarations of interest.

15. Confirmation Hearing for the Deputy Police and Crime Commissioner

The Panel received the report of the PCC regarding the proposed extension to the contract of the Deputy Police and Crime Commissioner. The Police Reform and Social Responsibility Act 2011 provides, under section 18 (1), that the PCC for a Police Area may appoint a person as the Deputy PCC for that area. The PCC must notify the Panel of his proposed appointment to the post of Deputy PCC including:-

- The name of the person whom the Commissioner is proposing to appoint
- The criteria used to assess the suitability of the candidate for the appointment

- Why the candidate satisfies those criteria
- The terms and conditions on which the candidate is to be appointed.

The current Deputy PCC, David Carroll had been appointed to 31 December 2014 and as the current PCC, Anthony Stansfeld, has been confirmed as the Conservative Party candidate for the PCC elections in May 2016 he wished to propose to the Panel that Mr Carroll's appointment and contract of employment be extended until the end of the PCC's current tenure in office to 11 May 2016.

Members asked the following questions of the PCC and Deputy PCC:-

Curtis James Marshall

With the increasing pressure on the Police Force does the PCC believe that one Deputy PCC is enough? Should there be a Deputy for each area?

The PCC reported that with increasing responsibilities there was more pressure on the office and depending on the elections it may be worth the PCC considering whether to have a full time Deputy.

Cllr Angela Macpherson

When meeting with other PCC's would you say that Mr Carroll undertakes a similar role to other Deputy PCC's bearing in mind that some PCC's have more than one Deputy? Do you benchmark?

The PCC reported that it was difficult to benchmark as all Deputy's had very different roles. He commented in particular on the importance of chairing the Complaints Integrity and Ethics Panel, helping the PCC cover the Thames Valley as it was such a huge area and providing assistance with the Estates Strategy.

The Deputy PCC reported that he deputises for the PCC. For example he presented the PCC's Annual Report to the Panel meeting in September as the PCC was unable to be present. He visited many different Councils across the Thames Valley, attended stakeholder meetings, talked to the public and attended meetings in London when necessary. He worked well with the team and attended meetings to contribute to the PCC's agenda. He had developed the Complaints, Integrity and Ethics Panel since its inception.

Cllr Kieron Mallon

How do you utilise your Deputy PCC and does he provide formal feedback to you on stakeholder meetings that he attends?

The PCC reported that feedback was often verbal as it was an open ended job and there was a lot to cover. He was satisfied with this approach.

Cllr Quentin Webb

Is there a list of permissible delegated responsibilities?

The PCC reported that he was responsible across the Board and he could not devolve this responsibility. The PCC had increased responsibility now with Restorative Justice and Victims Commissioning. There was also more collaborative work with partners such as the Fire and Rescue Service which could be complex which was why the role of the Deputy PCC may need to be considered after the elections.

Cllr Kieron Mallon

What is your view on the cost of the PCC's office?

The PCC reported that it was one of the lowest cost offices in England per head of population and had been complimented by the Taxpayers Alliance. However there were increasing responsibilities and there may need to be a review following the elections.

Curtis James Marshall

As a Chairman of a Select Committee, Deputy Cabinet Member and also Deputy PCC could you provide assurance to the Panel that you have enough time to undertaken your DPCC role effectively and are there any conflicts of interest that have arisen ?

The Deputy PCC reported that the other roles that he undertook complemented the work of the Deputy PCC, with his knowledge of partner agencies and contact with the public.

Cllr Kieron Mallon

Do you mostly focus on Buckinghamshire or work equally across the Thames Valley?

The Deputy PCC reported that he worked across the Thames Valley and had recently visited areas such as Slough, Oxford City and Milton Keynes.

Cllr Patricia Birchley

When deputising, what difficult decisions have you made since your appointment and how have you dealt with this?

The Deputy PCC reported that he had set up the Complaints Integrity and Ethics Panel and undertaken a selection process to appoint an Independent Member. He had faced a number of challenges which he had built on. One area which was sometimes difficult was managing the expectations of the public.

Curtis James Marshall

Can you give an example of where you have challenged the PCC on an area of policy?

The Deputy PCC reported that he was a Member of the Management Team where debates often take place on the Police and Crime Plan, policy and budgeting issues where he will contribute. This was a continuous process.

Cllr Angela Macpherson

How have you contributed to public awareness of the PCC's role and been accountable for the delivery of a particular policy to the public?

The Deputy PCC reported that people across the Thames Valley were aware of his profile and he spent a lot of time talking to the public and raising awareness. He gave an example of a recent Business Federation meeting. One of the issues with Thames Valley was that it was covered by a number of media areas/TV stations and it was difficult to get a consistent message out to the public in the Thames Valley.

Cllr Patricia Birchley

How often do you meet with the Chief Constable on your own?

The Deputy PCC reported that he did not have specific one to one meetings with the Chief Constable but he would attend meetings with the Chief Constable when required, including the Complaints Integrity and Ethics Panel which the Chief Constable attended.

The Panel, through discussion and examination of evidence agreed:-

- The answers provided by both the PCC and David Carroll highlighted the value of the position of DPCC, particularly in relation to building relationships with key partners across the Thames

Valley. There was also some discussion about whether it would be more appropriate, given the PCC's additional responsibilities; a full time post should be considered.

- David Carroll also highlighted a number of key areas where he has taken a lead and as such added value to the work of the Office of the Police and Crime Commissioner, these include:
 - Chairing the Complaints, Integrity and Ethics Panel
 - Supporting the PCC in the development of the priorities for the Police and Plan by engaging with partners.
 - As a Member of the Management Team contributing to financial and policy issues.
 - Attending meetings with stakeholders and the public across the Thames Valley influencing policing and crime issues.

The Panel agreed that the candidate demonstrated a range of experience in the field of police and crime and was confident and knowledgeable in these areas. After deliberations members:-

RESOLVED

That the Panel endorse the proposed extension of Mr David Carroll's appointment as Deputy Police and Crime Commissioner for Thames Valley to Wednesday 11 May 2016.

On a vote 8 were in favour, 0 against and 1 abstention.

16. Date and Time of Next Meeting

29 January 2016

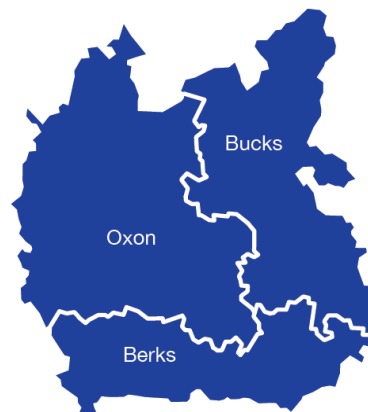
CHAIRMAN

Report to the Thames Valley Police & Crime Panel

Title: Annual Assurance Report 2015
General Information

Date: 29 January 2016

Author: Clare Gray, Scrutiny Officer,
Thames Valley Police & Crime
Panel



Background

At 27 November 2015 Panel meeting Members discussed the Police and Crime Commissioners response to the report of the Committee for Standards in Public Life on Leadership, Ethics and Accountability in policing.

<https://www.gov.uk/government/publications/tone-from-the-top-leadership-ethics-and-accountability-in-policing>

One of the recommendations arising from this report was that Joint Audit Committees should publish an Annual Report in a form that is easily accessible to the public. The Joint Independent Audit Committee has recently published its Annual Assurance Report 2015 (attached as an appendix with its operating principles) and it was agreed that this should be brought to the Panel on an annual basis for information.

Grant Thornton undertook a piece of work in 2015 on police audit committees and commented that the Audit Committee plays a key part in creating a resilient and effective police service for the twenty-first century. At a National Police and Crime Panel Conference they emphasised the importance of the Panel and the Audit Committee being aware of the work each body was undertaking.

<http://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/examining-the-evidence-june-2015.pdf>

Information on the Audit Committee can be found via the following link:-

<http://www.thamesvalley-pcc.gov.uk/Transparency/Audit/Joint-Independent-Audit-Committee/Joint-Independent-Audit-Committee.aspx>

The Joint Independent Audit Committee is a key component of the PCC and Chief Constable's arrangements for corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Committee is to provide independent assurance to the PCC and the Chief Constable regarding the adequacy of the risk management framework and the associated control environment within Thames Valley Police and the Office of the PCC. It will consider the internal and external audit reports of both the PCC and Chief Constable and advise both parties according to good governance principles. It has oversight of general governance matters and provides

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comment on any new or amended PCC policies and strategies with regard to financial risk and probity.

The Committee will consist of five members (currently three Members) who are independent of the PCC and Thames Valley Police. They will be appointed by the Chief Constable and the PCC (or their representatives). This is usually done through a selection process and information on this process can be viewed via the link below.

<http://www.thamesvalley-pcc.gov.uk/Get-Involved/Vacancies-for-Joint-Independent-Audit-Committee.aspx>

There are normally four meetings a year and the PCC and Chief Constable will attend or be appropriately represented at formal meetings. Committee meetings will be held at key strategic times of the year to coincide with the budget process and publication of financial management reports and accounts as follows:-

1. **March** – to consider the Internal Auditor’s Internal Audit Plan
2. **June** – to consider the End of Year Report, the External Audit Plan and Fee and the Annual Governance Statement;
3. **September** – to consider the Statement of Accounts;
4. **December** – to receive the Annual External Audit Letter and agree the Annual Assurance Report of the Committee.

Recommendations

To note and comment on the attached Annual Assurance Report 2015

Annual Assurance Report 2015 from the Joint Independent Audit Committee to the PCC for Thames Valley and the Chief Constable of Thames Valley Police

Introduction

This is the Committee's third Annual Assurance Report and explains how the Committee has complied with each of its specific responsibilities, referred to in Appendix 1, during the last twelve months.

Our second annual report, presented to the PCC and Chief Constable at the Joint Independent Audit Committee meeting held on 16th December 2014 and formally approved by them at the Policy, Planning and Performance meeting held on 20th January 2015, provided an assurance opinion that the risk management and internal control environment in Thames Valley Police (TVP) and the Office of the Police and Crime Commissioner (OPCC) was operating efficiently and effectively. However, whilst we were satisfied that our previous concerns over the PCC's oversight of Force complaints, integrity and ethics issues had been alleviated considerably as a result of the changes introduced by the PCC and Chief Constable during 2014 we wanted to monitor the outcomes of these new governance arrangements so as to be in a better position to issue an informed assurance assessment concerning their adequacy and effectiveness in this Annual Assurance Report. We will express our opinion on that matter later in this report.

Financial management

We received and reviewed the separate Statement of Accounts for 2014/15 for the PCC & Group and the Chief Constable at our special meeting on 19th August 2015, together with the external auditors 'Audit results report for the year ended 31st March 2015'.

We note with approval that the external auditor, Ernst & Young, issued an unqualified audit opinion and an unqualified value for money conclusion for both the PCC and Chief Constable. It was also pleasing to hear from the external auditor that TVP were the first local policing body in 2014/15 to have their accounts formally closed and signed-off and this was due to excellent project planning within and between the OPCC and Force Finance Departments and their effective working relationship with external audit staff.

We received the Annual Audit Letter on 15th September 2015 together with the full audit closure certificate which had been held up due to delays in being able to submit the Whole of Government Accounts work. We understand that this delay was due to problems at the Government end (i.e. DCLG) rather than TVP staff or Ernst & Young.

We received and noted the annual treasury report for 2014/15 in June 2015. This report explained how officers had complied with the annual treasury strategy statement, as considered by the Committee last December (2014) and approved by the PCC in January 2015. We were reminded that regular progress reports during the year are presented to the PCC and Chief Constable rather than the Committee.

Having considered all the information available to us we are satisfied that both the PCC's Chief Finance Officer and the Force Director of Finance have the necessary capability and capacity to ensure the proper administration of the PCC's and Force's financial affairs. Indeed, the experience and skills of the two individuals concerned, and the teams they lead, have been of real benefit to the PCC and the Force and we commend their efforts.

Internal control and governance

In June 2015 we considered and scrutinised the updated Framework for Corporate Governance which included the Statement of Corporate Governance, the Joint Code of Corporate Governance for the PCC and Chief Constable, and the Scheme of Corporate Governance which included Financial and Contract Regulations. The two main changes related to new processes for monitoring annual capital expenditure and who should physically sign contracts following the award of contracts.

In June 2015 we received a report from officers on the 'Review of the effectiveness of internal audit' and were pleased to note that the review team had concluded that the system of internal audit in Thames Valley was operating effectively and that the Annual Report and Opinion from the Chief Internal Auditor could be relied upon to support the Annual Governance Statement (AGS) for 2014/15.

We reviewed and considered the draft AGS for 2014/15 at our meeting on 24th June 2015. Whilst welcoming the fact that officers had not identified any significant governance issues that required immediate attention, and that there were only three potential issues that may have an adverse impact on the internal control environment during 2015/16, we asked officers to correct the factual accuracy of several comments made in the draft AGS before it was presented to the PCC and Chief Constable for formal approval.

We received a report in March 2015 which outlined progress against the three potential issues in the 2013/14 AGS action plan and a further update in September 2015 which provided an update on the three potential issues in the 2014/15 AGS action plan.

In her Annual Audit Letter, published on 15th September 2015, the external auditor stated '*We are required to consider the completeness of disclosures in the Authority's AGS, identify any inconsistencies with the other information of which we are aware from our work, and consider whether they comply with CIPFA/SOLACE guidance. We completed this work and did not identify any issues to report.*'

Based on the information provided to the Committee during the last twelve months we can provide assurance that, to the best of our knowledge, the corporate governance framework within Thames Valley is operating efficiently and effectively.

Complaints, integrity and ethics

Force Oversight arrangements

We have been provided with details of how complaints against the Force are managed by the Professional Standards Department (PSD) and, if recorded, are investigated and

resolved locally or by PSD investigators, depending on the severity of the case, with a right of appeal in every case. We have also been advised that the Head of PSD and the DCC meet monthly to review serious investigations. The Head of PSD meets with the Deputy PCC on a regular (quarterly) and informal basis to provide information on current critical cases.

We have been informed that the 'Integrity Sub-Group' reviews and make decisions on critical issues surrounding integrity which impact on the Force. It is chaired by the Head of PSD and reports into the Force Security Board, which is chaired by the DCC. As with complaints, there is a degree of independent external oversight from the Independent Police Complaints Commission (IPCC) around integrity issues as all corruption allegations (conduct or complaints) must be referred to them at the intelligence gathering stage. They liaise directly with the investigators to ensure that their concerns are met and may, on occasion, take the lead on the investigation.

PCC oversight arrangements

Police and crime commissioners are responsible for holding to account the chief constable of their force for how policing services are delivered in their force area. Accordingly, the PCC should ensure that the Chief Constable has appropriate processes in place for dealing with complaints, conduct matters and death and serious injury (DSI) matters.

In last year's Annual Governance Statement we stated that we satisfied that our previous concerns over the PCC's oversight of complaints against the Force and other integrity and ethics issues have been largely alleviated as a result of the changes detailed, but would carefully monitor the outcomes and efficacy of these new governance arrangements.

We now attend the Complaints, Integrity & Ethics Panel on a regular basis as observers and are satisfied that the new oversight arrangements are operating effectively in practice.

Corporate risk management

We have reviewed regular quarterly updates from both the Force and the Office of the PCC (OPCC) in terms of their strategic risk management systems and processes, supplemented by the annual report on Force Risk Management in June 2015.

This is an area of business we take very seriously, and question and challenge officers on a regular basis to ensure that we are sighted on all significant corporate risks and are satisfied that these risks are being dealt with in a timely, effective and appropriate manner.

As a result of concerns we raised in March 2015 we received a specific report in June 2015 explaining the steps the Force was taking in respect of the migration from the Windows XP operating system to Windows 8.1. Although we received an excellent oral update from the Acting Director of Information we were disappointed that the detailed information received on the day had not been presented in the written report. We let officers know that we expected improvements in the quality of future written reports.

Based on the information provided to the Committee during the last twelve months it appears that the organisational risks in both the OPCC and Force are being managed effectively and that there is appropriate capability for their respective published goals and objectives to be achieved efficiently and effectively. We will retain our close interest in, and scrutiny of, the transformation of the ICT systems and infrastructure which are recognised as being business critical, costly and in need of ongoing improvement.

Business continuity management

As with risk management we have considered quarterly updates from the Force on business continuity, supplemented by the annual report in June 2015. We have made various recommendations to officers in order to improve the appropriateness and usefulness of these reports and are pleased that these have been acted upon.

We are content that business continuity is treated as a serious issue by senior officers within the Force and that regular and practical exercises are undertaken in order to test business continuity planning and to provide learning opportunities for key staff.

We are satisfied that the business continuity management processes are operating efficiently and effectively in identifying issues and capturing organisational learning and there are no significant issues that we need to draw to your attention.

To strengthen further the committee's oversight in this area, the JIAC also attends the bi-annual strategic business continuity meeting chaired by the DCC.

Internal audit

We received and endorsed the Internal Audit Strategy and Annual Plan 2015/16 at our meeting on 13th March 2015. We noted that the annual plan included all relevant financial systems, as well other business critical functional areas and activities. In reviewing the Plan we asked officers to consider whether adequate audit coverage had been included for ICT systems, particularly given the number of business continuity failures in this key area, and the fact that a new 5 year ICT strategy was being developed. Having raised our concerns, officers reviewed the ICT coverage within the plan and reallocated the resources to provide assurance on the Shared Infrastructure Platform programme, as well as other business areas within ICT. We are therefore satisfied with the ICT coverage for 2015/16.

Although the costed audit plan does not include a specific allocation of days for use by the Committee, there is an extant agreement with the CC and PCC that the Committee may, at its discretion, draw on up to 10 audit days for its own specific use.

In June 2015 we received the annual report from the Chief Internal Auditor. We were pleased to note that of the 24 audits planned for 2014/15, 20 had been completed, 3 were deferred until 2015/16 following initial scoping work, and one audit (new expenses system) did not result in a formal audit report being issued. Of the 20 completed audits, 1 had received full assurance, 18 had received majority assurance and 4 had received limited assurance. [Note: This adds up to 23 assurances, 3 more than the number of completed audits. This is because two

audits resulted in two opinions - one each for TVP and Hampshire - and one audit (SEPSNA) was split into two parts and therefore resulted in two opinions]. We probed with internal auditors and appropriate officers the reasons for the reported shortcomings in the assurance levels for some reports and the completion of the associated action plans. Based on the reviews completed during the year, the opinion on the organisation's system of internal control was that key controls in place are adequate and effective, such that an assessment of majority assurance could be placed on the operation of the organisation's functions. The opinion demonstrates a good awareness and application of effective internal controls necessary to facilitate the achievement of objectives and outcomes. There was, in general, an effective system of risk management, control and governance to address the risk that objectives are not fully achieved.

In March 2015 and September 2015 we received updates from the Chief Internal Auditor on progress with delivery of the annual internal audit plan, including a summary of key issues arising from recently completed audits. We continue to receive final audit reports which give us early sight of any key issues arising from completed audits that require management action. This is particularly useful for those few audits where limited or no assurance is given.

We have received and debated regular update reports each quarter on progress of agreed actions in internal audit reports. We are reassured that management continues to take the implementation of actions arising from internal audit reports very seriously, as evidenced by the fact that the number of overdue actions remains relatively low. We shall, however, continue to monitor this situation rigorously in coming years.

We are satisfied that the system of internal audit in Thames Valley is operating efficiently and effectively and there are no specific issues or areas of concern that we would wish to highlight to the PCC and/or Chief Constable.

External audit

In March 2015 the external auditor, Ernst & Young, presented its joint audit plan for the PCC and Chief Constable for the financial year ending 31st March 2015. This explained the context for the audit, as well as outlining the auditor's process and strategy. Ernst & Young highlighted the various risks to the financial statements. We were pleased to note that the audit fee was 2.5 per cent lower than in 2013/14.

In June 2015 the external auditor provided an update on a number of audit matters they were currently working on. It was agreed that a provisional date be set aside in August to receive and approve the annual financial statements, should they be ready in time.

In August 2015 the External Auditor presented her Audit Results Report which summarised her audit conclusion in relation to the Group (i.e. PCC and Chief Constable) financial position and results of operations for 2014/15. This audit was designed to express an opinion on the 2014/15 financial statements for the PCC and Chief Constable, reach a conclusion on the PCC and Chief Constable's arrangements for securing economy, efficiency and effectiveness in the use of resources, and address current statutory and regulatory requirements. The external auditor was able to issue an unqualified audit opinion and value

for money opinion but could not issue the final audit completion certificate due to delays at the DCLG end in being able to submit the Whole of Government Accounts (WGA) work.

On 15th September the External Auditor issued her Annual Audit Letter for the year ending 31st March 2015 to the PCC and Chief Constable which confirmed that she had issued an unqualified audit opinion in respect of the financial statements, an unqualified value for money conclusion and the audit completion certificate.

Although there were a few initial errors in the accounts which were corrected by officers we are very pleased with the final outcome. We welcomed the efforts made by officers to close the accounts early this year and were pleased to hear that TVP was the first local policing body to have its 2014/15 accounts formally signed-off by external audit. This is an excellent achievement and one we hope can be continued and built upon as we move towards the statutory earlier closedown (31st May) and audit sign-off (31st July) for the 2017/18 accounts. We would also like to express our gratitude to the external auditors for their key role in the effective closedown and early audit sign-off process.

Health & safety and environment

We need to be satisfied that an adequate and effective policy and practice framework is in place to discharge legal duties in relation to health and safety and has regard to the safety, health and welfare of police officers and police staff, people in the care and custody of Thames Valley Police (TVP) and all members of the public on police premises or property and/or affected by the activities of the police. The only information which we have been provided with to help inform this judgement is the annual report on Health & Safety and Environmental Management which was presented to us on 24th June 2015.

We note with approval that, in response to the request we made in previous years, the 2014/15 annual report addressed Health and Safety management for TVP employees and the impact on the health and safety of other people, in particular members of the public, who may be affected by police activities.

We were also pleased to note that the Health & Safety and Environment manual had been reviewed and updated and that the annual report had been produced in the format recommended by the Health & Safety Executive (i.e. 'plan, do, check'). In terms of outcomes we welcomed the reduction in employee total safety incidents, accidents, near misses and work related incidents and the number of non-employee total incidents, accidents, assaults and near misses all of which showed annual reductions. The number of 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations' (RIDDOR) reportable injuries were also down.

For the first time the Annual Report compared TVP Health & Safety performance with other forces in England & Wales. By and large the performance was better than average, which is good, but still leaves room for improvement.

Finally, it was pleasing to note that the reporting of accidents continues to be seen by officers and staff as a positive, as well as the management work to support investigation and

take action to prevent reoccurrences. These positive outcomes are a clear recognition that the Health and Safety preventative measures put in place by the Force are operating effectively in practice.

Equality & diversity

In March 2015 we received and considered the Equality and Diversity Annual Report for 2013/14 together with the TVP Single Equality Scheme 2011-15, a monitoring report in respect of the Single Equality Scheme Delivery Plan 2014/15 and the Force Diversity Monitoring Report 2013/14.

Whilst the Chief Constable retains overall responsibility for equality and diversity, responsibility for external facing equality and diversity issues rests with the Assistant Chief Constable for Neighbourhood Policing and Partnerships and responsibility for internal facing equality and diversity issues with the Director of People.

The above reports provided interesting information on how TVP provides a policing service to diverse communities e.g. by improving TVP's response to mental health; appropriate and effective use of stop and search; improving the service to people with disabilities; developing a cadet programme to increase engagement with young people; and building trust and confidence in policing amongst Gypsy, Roma traveller communities. In addition, the reports also provided information on the efforts being made by the People Directorate to change the composition of the TVP workforce to more accurately reflect the communities that it serves through various recruitment, retention and progression initiatives.

We have been advised that after the Committee received the various reports in March 2015 the Force has reviewed the way in which it considers and monitors equality and diversity issues. Those processes, together with an update on actions in the Force's Single Equality Scheme Action Plan and Attraction and Progression Strategy were noted by the PCC at the Level 1 Policy, Planning & Performance meeting on 30 July 2015. However these papers have yet to be reviewed by the Audit Committee and therefore we are, as yet, unable to offer an assurance opinion in respect of the revised processes.

Inspection and review

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing across activity from neighbourhood teams to serious crime and the fight against crime – in the public interest. HMIC decides on the depth, frequency and areas to inspect based on their judgements about what is in the public interest.

We understand that the Chief Constable and his management team considers each report in detail, irrespective of whether it relates directly to Thames Valley Police and, where appropriate, agrees an appropriate action plan. We also understand that the PCC is required to consider and publish a response to each HMIC report relevant to Thames Valley Police. The Committee has asked to be copied the reports and responses of the PCC

As far as we know HMIC has not issued any report during the last twelve months that has specifically referred to assurance on the internal control environment and/or highlighted governance issues for the PCC and Chief Constable to consider.

General

We are pleased to report that the new arrangements agreed at this time last year, as set out below, are working effectively:

- Be regularly briefed by the Chief Constable and PCC on the full range of activities falling within our specific responsibilities and attend other relevant internal meetings
- Have direct access to the oversight of professional standards and ethics matters by regularly attending the Complaints, Integrity and Ethics Panel as an observer
- Attend any training and conference events that will ensure members are up to date with the policing landscape and audit requirements

These briefings and invitations to attend internal Force meetings, coupled with the sharing of appropriate CCMT reports of interest, are raising our awareness and knowledge of legislative, policy or operational initiatives that are relevant to the Committee's remit, such as organisational structural changes, service delivery initiatives, and financial and service planning issues. In turn, this is improving our collective understanding of how the Force and OPCC governance arrangements and control environments are operating in practice.

Finally, as a result of a recommendation we made to the PCC and Chief Constable a few months ago that the Committee would be better served by having 5 members rather than 3, we are pleased to note that the recruitment process is going well and that our Chairman was a member of the Interview Panel on 14th December 2015. We firmly believe that the 2 new members will increase our collective skills, knowledge, experience and resilience during the next few years.

JIAC operating principles

Our current operating principles are shown in Appendix 1. These are consistent with those previously used in the member recruitment process.

Conclusions

The purpose of the Joint Independent Audit Committee is to provide independent assurance to the PCC and Chief Constable regarding the adequacy of the risk management framework and the associated control environment within Thames valley Police and the Office of the PCC.

Based on the information that we have seen collectively, or know about individually, we can assure the PCC and Chief Constable that the risk management and internal control environment in Thames Valley is operating efficiently and effectively.

Joint Independent Audit Committee

Members:

Dr Louis Lee (Chairman)

Mr Richard Jones

Mrs Alison Phillips

16 December 2015

Joint Independent Audit Committee - Operating Principles

Statement of Purpose

- Our Joint Independent Audit Committee is a key component of the PCC and Chief Constable's arrangements for corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
- The purpose of the Committee is to provide independent assurance to the PCC and the Chief Constable regarding the adequacy of the risk management framework and the associated control environment within Thames Valley Police and the Office of the PCC. It will consider the internal and external audit reports of both the PCC and Chief Constable and advise both parties according to good governance principles. It has oversight of general governance matters and provides comment on any new or amended PCC policies and strategies with regard to financial risk and probity.
- These operating principles will summarise the core functions of the Committee in relation to the Office of the PCC and the Force and describe the protocols in place to enable it to operate independently, robustly and effectively.

The Committee will report directly to the PCC and the Chief Constable.

Committee Composition and Structure

The Committee will consist of five members who are independent of the PCC and Thames Valley Police. They will be appointed by the Chief Constable and the PCC (or their representatives).

The Chairman will be elected by the Committee on an annual basis.

The Committee will hold four formal meetings a year – in public - although there may be a requirement to hold additional meetings at short notice.

The PCC and Chief Constable will attend or be appropriately represented at formal meetings. Committee meetings will be held at key strategic times of the year to coincide with the budget process and publication of financial management reports and accounts:

1. **March** – to consider the Internal Auditor's Internal Audit Plan
2. **June** – to consider the End of Year Report, the External Audit Plan and Fee and the Annual Governance Statement;
3. **September** – to consider the Statement of Accounts;
4. **December** – to receive the Annual External Audit Letter and agree the Annual Assurance Report of the Committee.

The agenda, reports and minutes of all Committee meetings will be published on the PCC and Force websites. However, members of the press and public shall be excluded from a meeting whenever it is likely that confidential information will be disclosed. Confidential information is defined as:

- a) Information furnished to the Committee by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
- b) Information the disclosure of which to the public is prohibited by or under any enactment or by the order of a Court.

Methods of Working

The Committee will:

- Advise the PCC and Chief Constable on good governance principles
- Adopt appropriate risk management arrangements
- Provide robust and constructive challenge
- Take account of relevant corporate social responsibility factors when challenging and advising the PCC and Chief Constable (such as value for money, diversity, equality and health and safety)
- Be regularly briefed by the Chief Constable and PCC on the full range of activities falling within its specific responsibilities and attend other relevant internal meetings
- Have direct access to the oversight of professional standards and ethics matters by regularly attending the Complaints, Integrity and Ethics Panel as an observer
- Attend any training and conference events that will ensure members are kept up to date with the policing landscape and audit requirements
- Provide an annual assurance report to the PCC and Chief Constable

Specific responsibilities

The Committee has the following specific responsibilities:

Financial Management and Reporting

- Provide assurance to the PCC and Chief Constable regarding the adequacy of the arrangements, capacity and capability available to their respective chief finance officers to ensure the proper administration of the Commissioner's and Force's financial affairs.
- Review the Annual Statement of Accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit of the financial statements that need to be brought to the attention of the PCC and/or the Chief Constable.
- Consider the external auditor's report to those charged with governance on issues arising from the audit of the financial statements, and to give advice and make such recommendations on the adequacy of the level of assurance and on improvement as it considers appropriate.

Internal Control and Governance Environment

- Consider and endorse the local Code of Corporate Governance
- Consider and endorse the Annual Governance Statement (AGS)
- Monitor implementation and delivery of the AGS Action Plan
- Obtain assurance that an annual review of the effectiveness of the internal audit function takes place
- Consider and comment upon the adequacy and effectiveness of the assurance framework, and the specific governance and accountability policies, systems and controls in place, such as the Corporate Governance Framework; anti-fraud and corruption; whistle-blowing, declarations of interest and gifts and hospitality.

Corporate Risk Management

- Consider and comment upon the strategic risk management processes; and
- Receive and consider assurances that organisational risks are being managed effectively and that published goals and objectives will be achieved efficiently and economically, making recommendations as necessary

Business Continuity Management

- Consider and comment upon business continuity management processes, and
- Receive and consider assurances that business continuity is being managed effectively and that published goals and objectives will be achieved efficiently and economically, making recommendations as necessary

Internal Audit

- Receive and consider the adequacy and effectiveness of the arrangements for the provision of the internal audit service
- Consider and comment on the Internal Audit Strategy and Plan
- Receive and review internal audit reports and monitor progress of implementing agreed actions
- Consider and comment upon the annual report of the Head of Internal Audit

External Audit

- Receive and review reports from the external auditors, including the annual audit letter and audit opinion
- Review the effectiveness of external audit
- Consider and comment upon any proposals affecting the provision of the external audit service
- Consider the level of fees charged, and
- To undertake the future role of the Independent Audit Panel, as set out in the Local Audit and Accountability Act 2014, including considering and recommending appropriate arrangements for any future appointment of External Auditors

Health & Safety

- Satisfy itself on behalf of the PCC and the Chief Constable that an adequate and effective policy and practice framework is in place to discharge legal duties in relation to health and safety. In particular, having regard to the safety, health and welfare of police officers and police staff, people in the care and custody of Thames Valley Police and all members of the public on police premises or property

Equality and Diversity

- Satisfy itself on behalf of the PCC and Chief Constable that an adequate policy and practice framework is in place to discharge statutory requirements in relation to equalities and diversity

Inspection and Review

- To consider any HMIC report that provides assurance on the internal control environment and/or highlights governance issues for the PCC and/or Chief Constable

Accountability Arrangements

- On a timely basis report to the PCC and the Chief Constable with its advice and recommendations in relation to any matters that it considers relevant to governance, risk management and financial management.
- Report to the PCC and the Chief Constable on its findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks; financial reporting arrangements and internal and external audit functions.
- On an annual basis to review its performance against its operating principles and report the results of this review to the PCC and the Chief Constable.

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Report to the Police and Crime Panel

29th January 2016

Council Tax Precept 2016/17

Purpose of Report

1. To notify the Police and Crime Panel of my proposed council tax precept for 2016/17.
2. Full supporting documentation is provided in the attached Revenue Estimates report which was presented to and agreed at my Policy, Planning and Performance meeting with the Chief Constable on 18th January 2016.

Decisions Required

3. The Panel is asked to receive my proposed precept for 2016/17 and note:
 - That, subject to final taxbase notifications, the council tax requirement for 2016/17 be set at £143.327m
 - That the police element of the council tax for 2016/17 be set at £166.96 for properties in Band D, with the charge for other bands as set out below. This represents an annual increase of 1.99%

Council tax 2016/17

| Property Band | Relevant Proportion | PCC Element of the Council Tax £ |
|---------------|---------------------|-------------------------------------|
| A | $\frac{6}{9}$ | 111.31 |
| B | $\frac{7}{9}$ | 129.86 |
| C | $\frac{8}{9}$ | 148.41 |
| D | $\frac{9}{9}$ | 166.96 |
| E | $\frac{11}{9}$ | 204.06 |
| F | $\frac{13}{9}$ | 241.16 |
| G | $\frac{15}{9}$ | 278.27 |
| H | $\frac{18}{9}$ | 333.92 |

Conclusions

4. On 26th November the Chancellor announced the outcome of the Spending Review 2015. In his speech he addressed police funding and said: "*now is not the time for further police cuts, now is the time to back our police and give them the tools to do the job.*"
5. The provisional Police Finance Settlement for 2016/17 was announced on 17th December 2015. In her letter to PCC's the Home Secretary stated '*I have decided to ensure that direct funding for every PCC can be maintained at current cash levels when precept is taken into account.*'

Agenda Item 8

6. All PCC's have suffered a 0.6% reduction in formula funding. However, when combined with the maximum 1.99% increase in precept, as advocated by the Home Secretary, the cash increase in external funding for Thames Valley is £4m or 1.1%.
7. Although the grant settlement was better than expected, significant budget cuts are required to fund the increase in employers National Insurance (£6.4m), higher paybill arising from the Bear Scotland legal ruling (£1.0m) and increased TVP contribution for national IT systems (£0.65m). In total these three items add up to over £8m. A further £1.0m will be required in 2017/18 to fund the new Apprenticeship levy.
8. The budget requires an increase in council tax of 1.99%. This is in accordance with my pre-election manifesto commitment to increase council tax by 2% per annum in order to protect frontline operational policing, the annual financial strategy for 2016/17 which I approved at my level 1 Policy, Planning and Performance meeting on 29th October 2015 and the Chancellor's recent pronouncements on police funding.
9. The key headlines from the proposed budget package for 2016/17 are:
 - It protects frontline policing and supports delivery of my Police and Crime Plan
 - It includes cash savings of £15.6m through the Force's Productivity Strategy
 - It provides growth of 7 FTE posts for the Oxfordshire Multi-Agency Service Hub
 - It includes provision over the four year period of £5.88m for the redeployment of 168 FTE police officer posts, which have been released through the productivity savings plan, back to priority operational growth areas. The first call on these redeployed posts will be to increase, jointly with Hampshire, the number of Armed Response Vehicles/Officers across the Joint Operations Unit. Other priorities include increasing Protecting Vulnerable People (PVP) resources.
 - To reflect the growing complexity of investigations and the change in the mix of crime types and investigation techniques, alongside the significant reduction in capital funding, additional investment in priority services and new innovative delivery methods is provided for.
 - Additional growth of 28 FTE Officers/Staff for the increase in demand within the Child Abuse Investigation Unit.
 - To support the additional work and licences required within the Contact Management Programme, additional growth of £0.3m has been included to support these revenue Implications.
 - The approved 5 year ICT transformation strategy included additional revenue growth for infrastructure at £3.2m, together with one-off funding of £4.8m over 3 years for rationalisation of systems and licences, which is being funded through an appropriation from reserves.
 - It includes an appropriate level of funding to implement the Emergency Services Mobile Communications Project.
 - It includes direct revenue financing to capital of £0.7m, with a further £0.3m in 2017/18, to help offset the 40% reduction in Home Office capital grant.
 - It supports an appropriate level of capital investment over the next four years
 - The medium term financial plan is fully funded through the identification of over £36m of cash savings

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley



Report for Information to the 'Policy, Planning & Performance' (Level 1) Meeting on 18 January 2016

Title: Revenue Estimates 2016/17 & Medium Term Financial Plan 2016/17 to 2019/20

Executive Summary

This report provides information on the provisional police funding settlement for 2016/17 and then recommends a revenue budget and council tax for the Police and Crime Commissioner (PCC) to approve.

The recommended net revenue budget for 2016/17 is £386.396m which represents an annual increase of £3.723m or 0.97%. The revenue budget is fully balanced in 2016/17 with the delivery of £15.61m of savings and a 1.99% increase in council tax.

The budget for 2016/17 protects and provides some increases, for priority service areas and specialist capabilities in response to the increasing level of complex crime and the current threat levels. This supports the delivery of the Police and Crime Plan including the Chief Constable's annual delivery plan objectives.

The medium term financial plan (MTFP) is balanced in all four years. This has only been possible through the identification of £36.02m of budget cuts.

The Force will continue working on its Productivity Strategy and in particular the Priority Based Budget review, to ensure resources are directed to priority areas and that services are delivered in the most effective manner. This work will continue to release savings in future years in order to balance the budget and provide additional resource to reinvest in priority policing areas.

The MTFP requires revenue savings of at least £36.02m over the next four years, with £15.61m in 2016/17. This is over and above the £73m of cash savings already removed from the base budget in the last five years (i.e. 2011/12 to 2015/16) meaning that, over the nine year period 2011/12 to 2019/20, in excess of £109m will have been taken out of the base revenue budget.

The impact on police officer and staff numbers next year (2016/17) is a net reduction of 95 police officer posts and a reduction of 212 police staff/PCSO posts.

Recommendation:

The PCC is asked to RECOMMEND to the Police and Crime Panel:

- That, subject to final taxbase notifications, the council tax requirement for 2016/17 be set at £143,326,979
- The revenue estimates for 2016/17 as set out in Appendix 2
- That the police element of the council tax for 2016/17 be set at £166.96 for properties in Band D, with the charge for other bands as set out in Table 1.

| Property Band | Relevant Proportion | PCC element of the Council Tax |
|---------------|---------------------|--------------------------------|
| A | $\frac{6}{9}$ | 111.31 |
| B | $\frac{7}{9}$ | 129.86 |
| C | $\frac{8}{9}$ | 148.41 |
| D | $\frac{9}{9}$ | 166.96 |
| E | $\frac{11}{9}$ | 204.06 |
| F | $\frac{13}{9}$ | 241.16 |
| G | $\frac{15}{9}$ | 278.27 |
| H | $\frac{18}{9}$ | 333.92 |

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature

Date

PART 1 – NON-CONFIDENTIAL**1 Introduction and background**

- 1.1 The 2016/17 draft budget and proposed precept provides the necessary resources for the PCC to continue to deliver his five year Police and Crime Plan.
- 1.2 Full details regarding the provisional police funding settlement for 2016/17, the draft revenue budget proposals for 2016/17 and the medium term financial plan for the period 2016/17 to 2019/20 are provided in the Annex 1.
- 1.3 The PCC is required to notify the Thames Valley Police and Crime Panel of the council tax precept he is proposing to issue for 2016/17 financial year. The Police and Crime Panel is due to review the proposed precept at its meeting on 29th January 2016.

2 Issues for consideration

- 2.1 The draft budget for 2016/17 protects and provides some increases, for priority service areas and specialist capabilities in response to the increasing level of complex crime and the current threat levels. This supports the delivery of the Police and Crime Plan including the Chief Constable's annual delivery plan objectives.

- 2.2 The draft budget requires £15.61m of productivity strategy savings in 2016/17 with a further £20.41m in the following three years. This is over and above the £73m of cash savings already removed from the base budget in the last five years (i.e. 2011/12 to 2015/16) meaning that, over the nine year period 2011/12 to 2019/20, in excess of £109m will have been taken out of the base revenue budget
- 2.3 The draft budget is predicated on a recommended 1.99% increase in council tax in 2016/17.
- 2.4 Confirmation of the final taxbase and surplus on collection fund is still awaited from the 16 billing authorities. Any last minute adjustments will be made via an appropriation to/from general balances.

3 Financial comments

- 3.1 The draft net revenue budget requirement for 2016/17 is £386.396m, which requires an increase in council tax of 1.99%. The medium term financial plan is currently balanced in all 4 years.

4 Legal comments

- 4.1 The PCC is required to set a net revenue budget that is fully financed by government grants and income from local council taxpayers.
- 4.2 The PCC has to notify the Police and Crime Panel of his proposed council tax precept for its review as set out in paragraphs 3 to 5 of Annex 1.

5 Equality comments

- 5.1 No specific implications arising from this report

6 Background papers

Provisional local authority finance settlement 2016/17

| |
|--|
| <p>Public access to information Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the website within 1 working day of approval. Any facts and advice that should not be automatically available on request should not be included in Part 1 but instead on a separate Part 2 form. Deferment of publication is only applicable where release before that date would compromise the implementation of the decision being approved.</p> |
| <p>Is the publication of this form to be deferred? No</p> |
| <p>Is there a Part 2 form? No</p> |

| Name & Role | Officer |
|---|----------------------------------|
| <p>Head of Unit The proposed budget for 2016/17 supports the delivery of the Chief Constables strategic objectives as outlined in his annual delivery plan. Financially, this is achieved through the identification of £15.6m of Productivity Strategy savings to help fund the imposed increases in national insurance and other commitments.</p> | <p>Director of Finance</p> |
| <p>Legal Advice Under the Police Reform and Social Responsibility Act 2011 the PCC is required to notify the Thames Valley Police and Crime Panel of his proposed precept for 2016/17 by 1st February 2016. The council tax requirement, precept and council tax levels are to be finally determined by the end of February.</p> | <p>Chief Executive</p> |
| <p>Financial Advice The draft budget for 2016/17 requires an increase in council tax of 1.99%. This is below the Government's council tax referendum threshold of 2%, The medium term financial plan is fully funded in all four years</p> | <p>PCC Chief Finance Officer</p> |
| <p>Equalities & Diversity No specific implications arising from this report</p> | <p>Chief Executive</p> |

OFFICER'S APPROVAL

| | |
|--|------------------------------|
| <p>We have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report.</p> | |
| <p>We are satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.</p> | |
| <p>PCC Chief Finance Officer</p> | <p>Date: 11 January 2016</p> |
| <p>Director of Finance</p> | <p>Date: 11 January 2016</p> |

18thth January 2016**Purpose of this Report**

1. This report provides information on the provisional police funding settlement for 2016/17 and then recommends a draft revenue budget and council tax precept for the Police and Crime Commissioner (PCC) to approve, subject to final notifications on the council tax base from local authorities.

Decisions Required

2. The PCC is asked to notify the Police and Crime Panel:
 - That, subject to final taxbase notifications, the council tax requirement for 2016/17 be set at £143,326,979
 - The revenue estimates for 2016/17 as set out in Appendix 2
 - That the police element of the council tax for 2016/17 be set at £166.96 for properties in Band D, with the charge for other bands as set out in Table 1.

Table 1 – Council tax 2016/17

| Property Band | Relevant Proportion | PCC Element of the Council Tax £ |
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| A | $\frac{6}{9}$ | 111.31 |
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| F | $\frac{13}{9}$ | 241.16 |
| G | $\frac{15}{9}$ | 278.27 |
| H | $\frac{18}{9}$ | 333.92 |

Background

3. The PCC is required to notify the Thames Valley Police and Crime Panel of his proposed council tax precept by 1st February 2016.
4. Having considered the PCC's proposals the Panel must make a report to the PCC on the proposed council tax precept. A decision to veto the precept has to be agreed by at least two-thirds of the Panel members, i.e. at least 14 of the 20 members. The PCC has to have regard to the report made by the Panel. Should it be necessary, a second Panel meeting will be held on 19 February 2016 to consider the PCC's revised precept proposals for 2016/17
5. Legislation provides that the council tax requirement, precept and council tax levels are to be finally determined by the end of February prior to the start of the relevant financial year.

AUTUMN STATEMENT AND SPENDING REVIEW 2015

6. In July 2015 the Chancellor announced the Spending Review would be published in November and would set out how the Government would deliver £20bn of savings from departmental budgets in order to eliminate the deficit by 2019-20. As part of the announcement, HM Treasury published a framework document, outlining the Government's priorities for the Spending Review and the principles which would underpin its decisions. Departments were initially asked to model 25% and 40% savings within their resource (revenue) budgets by 2019-20 in real terms.

7. In September 2015 the Chancellor announced that the Office for Budget Responsibility would publish its forecast alongside the Spending Review. Consequently a joint Autumn Statement and Spending Review were published.
8. On 25th November the Chancellor announced the outcome of the Spending Review 2015. The Spending Review (SR2015) details spending settlements for each government department over the next four years (2016/17 to 2019/20). The SR2015 documents set out the announcement in more detail.
9. In his speech, the Chancellor addressed police funding and said: *"now is not the time for further police cuts, now is the time to back our police and give them the tools to do the job."*
10. Overall police funding, including funding for Counter Terrorism, has been cut by 1.3% in real terms over four years. In a letter to PCCs and Chief Constables the Home Secretary and Policing Minister say that *"taking into account the scope that you have to raise local council tax, this means a flat real settlement for policing as a whole."*
11. The Spending Review document added that police force budgets will be maintained at current cash levels [ref 1.81]. However a number of topslices are expected to fund additional schemes outlined by the Chancellor and detailed below.
12. The main announcements from the Spending Review which have an impact on police are summarised below. References to the relevant paragraphs in the SR2015 document are indicated in brackets.

POLICE

- £1bn will be invested in new mobile digital technology through the Emergency Services Mobile Communications Programme. [ref 1.83]
- Police efficiency will be improved by taking steps to drive down the cost of police procurement by up to £350 million and encouraging greater collaboration between police forces and with other public and emergency services. [ref 1.83]
- Additional transformational funding will be allocated to forces which have "strong proposals to support efficiency and reform and to help transition to new funding arrangements in future". This funding will also allow forces to train more firearms officers to ensure the country extends its capability to protect its citizens from terrorist threats. [ref 1.81]

HOME OFFICE

- The Home Office administration budget will be reduced by 30% between 2015-16 and 2019-20. [ref 2.15]
- The National Crime Agency's budget will be protected. [ref 1.81]
- Over £200m of capital investment to fund new digital and investigative capabilities for the National Crime Agency. [ref 1.84]

COUNTER-TERRORISM

- Counter terrorism funding will be increased by £500m, equivalent to a 30% rise. [ref 1.75 and 2.7]
- The number of police armed response vehicles available to respond rapidly to critical incidents will be increased by up to 50% and new funding will be made available to increase the number of specialist counter terrorism fire arms officers and to train existing officers.

COUNCIL TAX

- In England it is the intention that the overall referendum limit for police precept will be maintained at 2% over the Spending Review period.

- Additional flexibility will be made available for the ten PCCs in England with the lowest precept levels each year (lower quartile), so that they can raise their precept by up to £5 per year over the Spending Review period.
- All other PCCs can expect to be subject to the usual 2% referendum limit.

PROVISIONAL POLICE FINANCE SETTLEMENT

13. The Provisional 2016/17 Police Finance Settlement was announced in a written ministerial statement by the Minister for Policing, Criminal Justice and Victims, Mike Penning, on Thursday 17 December 2015.

HEADLINES

14. Mike Penning's statement announced a flat rate reduction in grant funding (Police Grant plus ex-DCLG Grant) of 0.6% in cash terms (Appendix 1). The headline from Home Office is that no PCC will face a cash reduction in Formula Funding plus legacy council tax grants plus precept income (as long as they maximise their precept).
15. As expected, this provisional settlement covers just one year and confirms the previously-announced council tax flexibility (£5) for the 10 lowest precepting force areas.
16. Top-slices (now referred to as reallocations) are worth £218m in 2016/17. In addition, the Home Office has introduced a new Transformational Fund worth £76.4m in 2016/17 to fund, amongst other things, firearms capabilities.
17. The overall pot of Council Tax Legacy grants has increased slightly from £503m in 2015/16 to £514m in 2016/17 to include the 2015/16 freeze grant allocations.
18. Police Capital Grant has reduced from £120m (with £10m going to NPAS) in 2015/16 to £82m (with £16.5m going to NPAS) in 2016/17. This implies a reduction in non-NPAS Capital of 40%.

COUNTER TERRORISM

19. The Spending Review announced an additional £500m of funding (by the end of this parliament) for the Home Office, including a "real terms increase to the CT Policing Grant".
20. Police Counter Terrorism Grant allocations will increase from £564m in 2015/16 to £640m in 2016/17 with a further £30m to allocate in capital funding. This represents an increase of 13%. Individual forces will be notified of their allocations in the New Year.

TOP-SLICES

21. The Home Office will be making reallocations of £218m in 2016/17, up from £164.6m in 2015/16. At the time of writing the exact Police share of the £1bn for the Emergency Services Network (ESN) is not known.

Table 2: Home Office Top-slices (Reallocations)

| | 2015-16 | 2016-17 |
|--|--------------|--------------|
| | £m | £m |
| College of Policing | 4.6 | 4.6 |
| Police Knowledge Fund | 5.0 | 0.0 |
| ESN | - | 80.0 |
| IPCC | 30.0 | 32.0 |
| Innovation Fund | 70.0 | 55.0 |
| Major Projects (including Home Office Biometrics and National Police Data Programme) | 40.0 | 21.8 |
| Police Special Grant | 15.0 | 25.0 |
| TOTAL | 164.6 | 218.4 |

Note: The £9.4m HMIC (PEEL) top-slice in 2015/16 has become a permanent transfer

TRANSFORMATION FUND

22. The new Transformational Fund provides funding “to develop and deliver specialist capabilities such as those required to tackle cyber-crime and other emerging changes in crime, and enable a major uplift in firearms capability and capacity so that we can respond quickly and forcefully to a firearms attack”. The £76.4m is broken down as follows:

Table 3: Transformation Fund 2016/17

| | £m |
|--|-------------|
| New Transformational Funding | 37.8 |
| Firearms | 34.0 |
| Digital Justice (CJS)/Digital Investigations (DII) | 4.6 |
| TOTAL | 76.4 |

23. It is not yet clear to which agencies this funding will go.

EMERGENCY SERVICES NETWORK (ESN)

24. Emergency Services Mobile Communications Projects (ESMCP but also referred to as Emergency Service Network; ESN) is the replacement for Airwave. In a letter from Mary Calam dated 8 December 2015 she explains that included within the Chancellor’s real terms protection for Police Funding is the Police service’s share of the £1bn costs of ESMCP. Of the £400m potential savings, £260m are expected to accrue to the Police. Applying these same ratios the police share of the £1bn should be approximately £650m. At this stage, the Police share of the £1bn is not known.
25. Once this funding has been top-sliced away from the police settlement it will then be reallocated through specific grants to individual forces.
26. The ESN core costs will also be top-sliced from the settlement and then paid for centrally by the Home Office. In 2016/17 this top-slice is worth £80m. Included within this amount is an estimate of the costs of upgrading control rooms, which the Home Office then plan to reissue as specific grants to the relevant force area as the costs fall due.
27. During and after transition force areas will pay local ESN costs, including for data and connection charges, devices and installation, and control room upgrades - supported by specific grants as set out above. This nationally could be in the region of £8m in 2016/17, rising to £54m in 2017/18.
28. Existing Airwave costs will also be “brought into the police funding settlement from 2016/17”. This funding has also been top-sliced from the settlement (worth £204m) and paid for by the Home Office.

29. Individual force areas will continue to pay Airwave menu and other related local costs until the transition to ESN.

FIREARMS

30. The Chancellor's Spending Review announced "additional transformational funding" for forces to train more firearms officers. See Table 3 above.

MINISTRY OF JUSTICE (MoJ) FUNDING

31. The Victim's Funding comes from the MoJ. In the 2015 SR the Chancellor announced a slight increase in revenue funding for the MoJ in 2016/17 but an overall resource savings of 15% by 2019-20.

INNOVATION FUND

32. In 2016/17 the total is £55m, less than the £70m in 2015/16. Of this £55m it is understood that approximately £20m has already allocated under previous years' bids. The deadline for submitting bids was 5pm on Monday 4th January 2016.

COUNCIL TAX REFERENDUM PRINCIPLES

33. On 17 December the Secretary of State for CLG published the referendum principles for 2016/17. As previously announced, the 10 police force areas with the lowest precepts (excluding the City of London) will be allowed to increase their Band D bill by £5. The referendum limit for everyone else remains at 1.99% with an increase of 2% or more triggering a referendum.

FORMULA REVIEW

34. As expected, there are no developments with regard to the Police Formula Review. The Home Office have indicated that the review will not re-start until early 2016.
35. Meanwhile the Home Affairs Committee has published their findings from their inquiry into the Reform of the Police Funding Formula. Their report is critical of both the formula as well as the consultation process. There are also some interesting suggestions with regard to taking account of locally raised resources.

THAMES VALLEY ALLOCATIONS

36. As shown in Appendix 1 the PCC will receive the following grants in 2016/17.

Table 4: TVP grant allocations 2016/17

| | 2015/16 £m | 2016/17 £m | Variation £m | Variation % |
|------------------------------------|-----------------------|-----------------------|-------------------------|------------------------|
| Home Office Police Grant | 142.032 | 141.221 | - 0.811 | - 0.57 |
| Ex DCLG Formula Funding | 74.314 | 73.890 | - 0.424 | - 0.57 |
| Sub-total | 216.346 | 215.111 | - 1.235 | - 0.57 |
| Legacy council tax grants | | | | |
| - Council tax support funding | 11.906 | 11.906 | 0 | 0.00 |
| - 2011/12 council tax freeze grant | 3.372 | 3.372 | 0 | 0.00 |
| Total General Grants | 231.624 | 230.389 | - 1.235 | - 0.57 |

37. In addition to these general grants the PCC will also receive money from the Ministry of Justice to fund victim and witness services in 2016/17. However, at the time of

writing this report [8th January] the grant allocations had not been received. For information, in 2015/16 the grant allocation was £2.467m

IMPLICATIONS OF POLICE SETTLEMENT FOR THAMES VALLEY POLICE

38. The recognition in the spending review of the importance to the country of the police service was a welcome acknowledgement of what we have known for some time, that the police service cannot continue to cut overall resources whilst addressing the threat, harm and risk levels we currently face. The Chancellors statement: *"now is not the time for further police cuts, now is the time to back our police and give them the tools to do the job."* reflects the Government's desire to respond to the rapidly changing world of crime and the current threat level. The Home Secretary and Policing minister both intimated that, in order to protect Police Funding in real terms at local force level, they would like all PCC's to increase their council tax precept by the maximum permissible level – for TVP this is 1.99% per annum over the Spending Review period.
39. We fully accept and support the level of change required to reform the way we deliver our policing service. We have already delivered £71.7m of savings over the last five years and another £15.6m is already identified for the next financial year. Our Priority Based Budgeting Review (PBB) is challenging every area of our service to ensure we understand how our resources are being employed and are they delivering the right service in the most effective way. In addition technology is providing new opportunities across the service from how we investigate crimes to improving the productivity of our officers.
40. Even with this level of reform and change we cannot address the increasing demands on our service if our resources are cut significantly below their existing levels. Even with a 2% increase in the council tax precept next year to maintain the level of our income, and with the £15.6m of savings, we will still lose 95 officers next year. This is not least because of the unprecedented increase of £6.4m in employer's national insurance.
41. We need to build and expand our capabilities to counter new and complex threats. The true scale of complex crimes such as Rape, Child Sexual Abuse and Domestic Violence is still being uncovered. For example: The increase in reported Rape in 2014/15 increased by 53% (with an overall increase against the 2012/13 figures of 107%), this increase in the level of reporting is continuing in the current year with the number of reports to the nine months to the end of December 2015 almost equalling the total reports for the previous 12 months. Child protection referrals have increased by 17% over the last 12 months (49% over the last two years) with the increase for all sexual offences standing @ 35% for the last 12 months and 77% for the last two years. The budget presented today already increases the resources in our CAIU by 28 posts but with the demand continuing to increase this is not sufficient to continue and improve, our investigative response and support to victims.
42. We also need to address the indiscriminate threat of terrorism. The Police settlement made specific reference to increasing the number of Armed Responses Vehicles (ARV's) and Counter Terrorism Specialist Firearms Officers (CTSFO's). ARV's are a local resource whereas CTSFO's are a regional resource provided by the CTU. Within the JOU we are reviewing the increase in ARV's we need to better protect our communities and be able to respond quickly and forcefully to help mitigate the risk threat and harm should an attack happen within our area.
43. We also need to do more to build the trust between the police and public. We are reviewing how we respond to and investigate different crime types to ensure our resources are directed to the priorities of or communities. But we are also investing

heavily in technology to make it easier for the public to contact us and receive prompt & local information, as well as delivering longer term efficiencies.

OVERVIEW OF THE MEDIUM TERM FINANCIAL PLAN (MTFP)

44. The review and development of the revenue budget is an annual exercise with each year's budget and associated council tax precept considered and approved in isolation. However, decisions taken in the course of approving the revenue budget will often have longer term consequences, as will those in approving the capital programme. The four year MTFP brings together these medium term consequences and allows a more comprehensive view to be taken of the PCC's overall financial position. It is imperative that the PCC knows the full extent of the financial consequences he will be committing to in future years when he considers and determines the annual budget.
45. As explained later in this report the revenue budget is balanced for the four year period 2016/17 to 2019/20. However future years funding allocations are very uncertain because the Home Office only provides indicative information in respect of future year grant allocations at the National level and the funding formula is in the process of being reviewed.
46. There is also uncertainty in relation to the level of additional funding available to local forces to support the increase in specialist resources, such as Armed Response Vehicles (ARV's) and the introduction of new technology such as ESMCP.
47. We are also anticipating a significant increase in demand on our service over the next four years, for example: from the continuing increases in reporting of complex crimes such as CSE and DV, new and emerging crimes such as Honour Based Violence and Modern Slavery as well as the forecast population increase, the expectations of our communities, and legislative changes. Quantifying the resourcing impact of this increasing and changing demand, is constantly reviewed by CCMT but is difficult to predict over the medium term.

Budget preparation

48. Work on preparing the draft budget began shortly after the 2015/16 revenue budget was approved by the PCC in January 2015. This early start was necessary in order to identify issues and potential funding shortfalls in time to develop and enhance the productivity strategy to meet the challenges ahead.
49. Throughout the budget preparation process the following key principles have been adopted:
 - To protect priority services;
 - To protect our ability to manage threat, harm & risk;
 - To maintain our capability in protective services and back office functions through collaboration;
 - To maintain and improve performance in key areas, including the strategic policing requirement;
 - To reduce "discretionary spending" and streamline business processes and to eliminate unnecessary bureaucracy and waste
 - To invest in technology to protect service delivery against future cuts
 - To invest in areas where future savings can be attained;
 - All change to be risk assessed.

50. There is a close relationship between preparation of the annual budget, medium term financial plan and the annual service objective setting process. All three support and complement the Police and Crime Plan.
51. The proposals developed for the draft budget ensure that resources are targeted towards priority service areas, the delivery of the strategic objectives and meeting our Strategic Policing Requirement.
52. Although the grant settlement was more favourable than expected it is very clear that to address the increasing and changing demands on the police service, we must continue to reform our service delivery model to ensure our resources are focussed on our priority services. The improved police settlement will allow the changes we had already identified to be introduced on a realistic timescale to avoid any detriment to service levels during the transition.

Planning assumptions

53. In developing and refining the budget and the MTFP the following underlying assumptions have been made:
 - General inflation will remain at 1.5% for 2016/17, rising to 1.80% for 2017/18 and 2.0% thereafter;
 - Specific inflation rates are based on sector led rates, e.g. Premises at 2.8% and Utilities at 5% per annum;
 - Pay inflation has been capped by the government at 1% per annum for the period of the MTFP;
 - Council tax precept increases have been set at 1.99% per annum for each of the next four years
 - Council tax billing base has been assumed to grow by 1.77% in 2016/17 and 1.75% thereafter;
 - Police grants (Main Grant & Formula Grant) have now been reduced by 0.57% in 2016/17 and are assumed to reduce by 0.85%; 0.94%; 1.03% in the respective following years. These cuts, when combined with estimated council tax increases provide for a 1.00% cash increase in funding per annum to enable real terms stability over the period of the MTFP. Nationally Police Grant will grow by 1.3%, 1.4%, 1.5% and 1.8%, the difference between the national increase and the assumed local reduction reflects the increasing level of reallocations for national initiatives;
 - No provision has been made at this stage for the introduction of the new National Police Funding Formula due to the instability of the current calculations, and unknown impact this will have on Thames Valley's share of the national policing funds;
 - The use of reserves for supporting specific revenue funded projects will continue throughout the MTFP period.

Base Budget

54. The starting point for the preparation of the 2016/17 estimates is the 2015/16 budget approved by the PCC in January 2015. The Full MTFP is contained at Appendix 3.

Inflation

55. This additional cost does not relate to any increase in service but is required just to maintain the existing base level of service.
56. The major changes to inflation are in relation to pay. Previously we had assumed that the Government cap on pay increases would be lifted from September 2016 and that

awards would realign back to inflationary levels at 2.0% per annum. The continuation of capping for the period of the MTFP has reduced pay inflation in the base budget by £1.67m in 2016/17 and a further £3.11m in 2017/18.

57. Overall inflation for 2016/17 adds £4.56m (average rate of 1.19%) to the annual budget, a further £4.70m in 2017/18 (average rate of 1.21%); £4.98m in 2018/19 (average rate of 1.28%); and £4.99m in 2019/20 (average rate of 1.27%). These increases are based on a realistic assessment of the impact of inflationary pressures over the next four years.

Committed Growth

58. This section deals with those items within the budget which the PCC is committed to by means of previous decisions taken, national agreements or statutory payments.

59. The main significant changes that have occurred in this section for 2016/17 include:

- An increase in NI contributions in April 2016 due to the Government removing the lower “contracted out” national insurance contribution bands in for employers and employees increasing the tax charge for TVP by £6.4m in 2016/17
- An increase in pay budgets of £1m to allow for the ‘Bear Scotland’ legal ruling in relation to having to pay regular overtime as part of annual leave pay, for eligible employees, whilst on leave.
- The cost of national IT systems rose from the initial estimates when the final billing notification was received in March last year. This, together with some new charges, is expected to add a further £0.65m to the budget.
- The previously expected planned reduction in the Dedicated Security Grant (DSP) has now been removed as expectations are that this will remain at existing levels due to the additional protection commitments that the force now has.
- In 2017/18 we have included an additional £1m growth to fund the new levy being imposed on apprentice schemes, which Thames valley is actively engaged in.
- A realignment of the base pay budgets for staff and officers allowing for increments and turnover.

60. Further details are provided at Appendix 4.

Current Service

61. This element of the budget contains growth for those items which are deemed to be necessary to maintain the current levels of service within Thames Valley. The main significant changes that have occurred in this section for 2016/17 include:

- Reduction in debt/interest charges
- The funding of 6 FTE Road Safety & Community Liaison Officers for the LPAs from the Road Safety Fund.
- A review of the profile and levels of income attained through firearms licensing.
- The removal of one-off growth in 2015/16 for the indexing and cataloguing of PVP legacy materials
- The removal of interest receipts smoothing from general balances

62. Further details are provided at Appendix 4.

Improved Service

63. These items of growth are required to improve performance and meet the growing demands on the service by means of legislative changes and adherence to codes of

practice or to comply with regulations. The main significant changes that have occurred in this section for 2016/17 include:

- The removal of one-off growth for temporary burglary resources and attendance at child protection conferences in 2015/16 (the latter is now provided by core resources)
 - Direct Revenue funding to capital of £0.7m in 2016/17, with a further £0.3m in 2017/18, to help offset the 40% cut in Home Office capital grant allocations.
 - Additional growth of 7 FTE posts for the Oxfordshire Multi Agency Support Hub (MASH).
 - Provision over the four year period of £5.88m for the redeployment of 168 FTE police officer posts, which have been released through the productivity savings plan, back to priority operational growth areas. The first call on these redeployed posts will be to increase with Hampshire, the number of Armed Response Vehicles/Officers across the JOU, other priorities include increasing PVP resources.
 - In 2017/18 we have provisionally included additional funding to facilitate the implementation of the Emergency Services Mobile Communications Project (EMSCP). This will be dependent on the final cost of the new system and the grants available from the Home Office – please see paragraphs 24 to 29 above
 - To reflect the growing complexity of investigations and the change in the mix of crime types and investigation techniques, alongside the significant reduction in capital funding, we have identified a need for additional investment in our priority services and new innovative delivery methods.
 - Additional growth of 28 FTE Officers/Staff for the increase in demand within the Child Abuse Investigation Unit (CAIU).
 - To support the additional work and licences required within the Contact Management Programme (CMP), an additional £0.3m growth has been included to support these revenue Implications.
 - The approved 5 year ICT transformation strategy included additional revenue growth for infrastructure at £3.2m, together with one off funding of £4.8m over 3 years for rationalisation of systems and licences, which is being funded through an appropriation from reserves.
 - A review and realignment of specific reserve funding for one-off property schemes.
64. The remainder of growth within this section is made up of specific initiatives which are short term one-off initiatives affecting, in the main, property maintenance and enhancements. These initiatives are set out individually in more detail at Appendix 4.

Appropriation from Reserves

65. The financial strategy includes the utilisation of general reserves and/or the Improvement and Performance Reserve to fund one-off expenditure items to improve performance, achieve future efficiency savings, or to address timing issues where expenditure falls in a different year to the budget provision. Table 5 shows how reserves are being applied in the revenue budget in 2016/17 and the change to those applied in 2015/16.

Table 5

| | 2015/16 £m | 2016/17 £m | Change £m |
|--|---------------|---------------|---------------|
| <i>Appropriations from general balances</i> | | | |
| - Property fees | 0.139 | 0.139 | - |
| - Offset under recovery in interest receipts budget | 0.450 | - | -0.450 |
| - Additional Bank Holidays | 0.570 | - | -0.570 |
| - Council Tax Late Adjustment | 0.066 | - | -0.066 |
| | 1.225 | 0.139 | -1.086 |
| <i>Appropriations from the Improvement & Performance Reserve</i> | | | |
| - Banbury custody ventilation | 0.155 | - | -0.155 |
| - Amersham lighting | 0.175 | - | -0.175 |
| - Lodden Valley rationalisation | 0.350 | - | -0.350 |
| - Bicester traffic fuel tanks | 0.150 | - | -0.150 |
| - Force stores move to REC | 0.420 | - | -0.420 |
| - Optima - help staff return to work | 0.100 | 0.100 | - |
| - Burglary team extension | 0.370 | - | -0.370 |
| - Attendance at child protection conferences | 0.123 | - | -0.123 |
| - REC legacy cataloguing | 0.281 | - | -0.281 |
| - CSE intelligence posts in FISO | 0.095 | 0.031 | -0.064 |
| - ICT Rationalisation funding | - | 1.400 | 1.400 |
| | 2.219 | 1.531 | -0.688 |
| Total | 3.444 | 1.670 | -1.774 |

66. In addition to the above, it was agreed during the year that the Improvement and Performance reserve would also support the 5 year ICT strategy one-off implementation costs required to improve and develop the force IT infrastructure and networks; these have not been budgeted for but will be applied as/if required.

Force Productivity Strategy Savings

67. The PCC and Force have a long history of delivering productivity savings and using these to balance annual budgets or reinvesting them in frontline policing; a strategy that has been widely scrutinised and praised by HMIC during various inspections and reports.
68. In the four year CSR period 2011/12 to 2014/15 £58.9m of cash savings were delivered, with a further £12.8m in 2015/16. In the last five years some £71.7m has been removed from the base budget.
69. Although the grant settlement was more favourable than expected it is very clear that to address the demands of today and tomorrow, we must continue to transform and reform our police service by driving through the changes outlined in the productivity plan and especially the changes being identified by the Priority Based Budgeting (PBB) process. The improved police settlement will allow the changes to be introduced on a realistic timescale to avoid any detriment to service levels during the transition. The level of change required over the next few years has been reinforced by statements made by the Policing minister and the Home secretary stating that the pace of reform within the police service must continue.
70. The overall productivity plan has been reviewed against the requirements of the MTFP and the strategy has been updated with new and changed initiatives.
71. The significant addition to the productivity strategy is the PBB review. This review process has challenged the majority of the organisation to identify the resources required to deliver our priority services. The review took the form of a series of three panels chaired by the CC/DCC. The first panel considered the baseline of each

service level, the second method and service level changes and the third the prioritisation of those services. This review is an ongoing process, not a discrete piece of work. We now have four work groups (Demand, Investigations, Governance & Service Improvement and Business Innovation) who are developing the new operating model for TVP against which savings of £5.86m have been identified over the MTFP period. We also have additional work streams covering more discrete areas that have identified a further £6.46 over the period, giving a total saving of £12.32 within the Productivity strategy.

72. Other initiatives that have changed significantly or have been added include:
- The new 5 year ICT delivery strategy, with a blended workforce model and rationalisation of systems and systems support between Hampshire Constabulary and Thames Valley Police is due to save £6.40m over the MTFP period.
 - A review of the Joint Operations Unit (JOU) is being undertaken with a view to rationalising resources to make savings of at least £0.53m in 2016/17.
 - Anticipated savings from the implementation of the new Contact Management Programme have been slipped from 2016/17 due to technical delays, this has reduced savings in 2016/17 by £1.9m.
 - A review of the Force income streams and savings for re-letting contracts has also been undertaken and an expected further saving of £1.6m has been added to the productivity plan.
 - In July the PCC has approved a change to the minimum revenue provision (MRP) policy which saves £0.55m in 2016/17.
 - A review of the property asset management plan (AMP) and property maintenance costs has been undertaken and as a consequence a further £0.35m of savings have been identified for 2016/17.
 - The previous savings linked to reviewing sickness and productivity levels has now been removed as a singular savings initiative and will be subsumed into the priority based budget savings. This has removed savings of £0.5m from the 2016/17 plan.
 - Savings previously identified in relation to the implementation of a Force-wide ERP system and future collaboration works, have been slipped within the plan which has led to reduced savings in 2016/17 of £1.8m.
73. The savings relating to the first year of the productivity strategy are all related to specific initiatives that have been scrutinised by the Force to ensure that the risks of implementation are acceptable and that appropriate equality impact assessments are being completed prior to implementation. These savings should all be attained subject to the current demands and profile of policing.
74. Savings linked to the later years of the strategy are also linked to specific initiatives; however, a number of these still require further scoping work and assessment of the impacts and risks, which will be carried out over the next financial year.
75. A copy of the full Productivity Strategy is attached at Appendix 5.

2016/17 Establishment Changes

76. A lot of emphasis is given to establishment numbers and what they mean for the police service. In reality the important question is, "*are we delivering on our priorities and providing the appropriate level of service?*" Being more innovative in how we look to reduce the organisational cost and developing service delivery mechanisms for example with the use of technology, will allow us to direct more resources at those priority areas as well as new and emerging crimes. These new innovative approaches may lead to an overall reduction in establishment but, providing this sits

alongside reduced demand and a change in delivery model, including investment in technology, there does not have to be a reduction in our priority services.

77. The estimated summary position for the Force establishment over the MTFP is shown in the following table.

Table 6: Forecast Establishment Levels

| | Police | Police Staff | PCSOs | Total |
|--|-----------------|---------------------|----------------|-----------------|
| Base Opening Establishment 2016/17 | 3,991.00 | 2,666.00 | 475.00 | 7,132.00 |
| Removal of Temporary Growth | | (16.00) | | (16.00) |
| CAIU Resourcing | 21.00 | 7.00 | | 28.00 |
| MASH Growth | (2.00) | 9.00 | | 7.00 |
| Productivity Plan Savings | (42.00) | (105.24) | (21.00) | (168.24) |
| PBB Savings | (159.00) | (56.27) | (30.00) | (245.27) |
| Police Officer Redeployed | 87.00 | | | 87.00 |
| Net Change to Establishment | (95.00) | (161.51) | (51.00) | (307.51) |
| Estimated Revised Establishment at March 2017 | 3,896.00 | 2,504.49 | 424.00 | 6,824.49 |
| 2017/18 Changes | (81.00) | (64.00) | (21.00) | (166.00) |
| Estimated Redeployment | 81.00 | 0.00 | 0.00 | 81.00 |
| Estimated Revised Establishment at March 2018 | 3,896.00 | 2,440.49 | 403.00 | 6,739.49 |
| 2018/19 Changes | 0.00 | (5.00) | 0.00 | (5.00) |
| Estimated Revised Establishment at March 2019 | 3,896.00 | 2,435.49 | 403.00 | 6,734.49 |
| 2019/20 Changes | 0.00 | 0.00 | 0.00 | 0.00 |
| Estimated Revised Establishment at March 2020 | 3,896.00 | 2,435.49 | 403.00 | 6,734.49 |
| Period Changes | (95.00) | (230.51) | (72.00) | (397.51) |
| | -2.4% | -8.6% | -15.2% | -5.6% |

2016/17 Budget Summary

78. Table 7 provides a summary of the draft 2016/17 revenue budget. Further information is provided in Appendix 2 which shows a high level split of the overall budget between those elements that the PCC is directly responsible for and those under the direction and control of the Chief Constable to manage and operate. All government funding, including all special grants, are shown as external funding, illustrating the full cost and funding of the TVP PCC and Chief Constable.

Table 7 - Draft revenue estimates for 2016/17

| | £m |
|--------------------------------------|----------------|
| Base budget 2015/16 | 382.673 |
| In-year virements | 0.282 |
| Adjusted base budget | 382.955 |
| Inflation | 4.558 |
| Committed expenditure | 8.364 |
| Current service | - 1.316 |
| Improved service | 5.804 |
| Productivity Strategy savings | - 15.612 |
| Appropriation from reserves | 1.643 |
| Proposed Draft budget 2016/17 | 386.396 |

Medium Term Financial Plan (2016/17 – 2019/20)

79. One of the key requirements of the Prudential Code for Capital Finance is that the PCC takes a longer-term view of the spending pressures facing the organisation, in setting and approving the budget and council tax for the ensuing financial year. Given the ongoing uncertainty around funding reductions and allocations, this forward planning is more important than ever. Table 8 provides a summary of the medium term financial plan; full details are provided in Appendix 3.

Table 8

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|--|-----------------|-----------------|-----------------|-----------------|
| | £'000 | £'000 | £'000 | £'000 |
| Annual Base Budget | 388,224 | 391,947 | 395,266 | 398,765 |
| In Year Virements | 282 | 0 | 0 | 0 |
| Inflation | 4,558 | 4,699 | 4,975 | 4,995 |
| Productivity Savings | -15,612 | -10,556 | -7,008 | -2,844 |
| Committed Expenditure | 8,364 | 3,028 | 993 | 1,185 |
| Current Service | -1,316 | 95 | 109 | -42 |
| Improved Service | 5,804 | 8,412 | 2,140 | -60 |
| In Year Appropriations | 1,642 | -2,359 | 2,290 | 365 |
| Net Budget Requirement | 391,947 | 395,266 | 398,765 | 402,364 |
| Total External Funding | -391,947 | -395,266 | -398,765 | -402,364 |
| <i>Cumulative Budget (Surplus)/Shortfall</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| <i>Annual Budget (Surplus)/Shortfall</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> |

Budget Risk & Uncertainties

Increasing Demand and Specialist Capabilities

80. As already identified there is an increasing demand on the police arising from new and emerging crimes but it is very difficult to predict the growth in resources required to deal with this changing demand. In addition the Home Secretary and Policing minister have stated that there will be an increase in the level of armed response vehicles (ARV's) by 50% alongside an increase in the number of Counter Terrorist Specialist Firearms Officers (CTFSO's) and have reallocated £34m of Police Grant into a Transformational fund to deliver this increase in Firearms capabilities. However the allocation of the £34m has not yet been announced. The implications of this for TVP and the potential funding issues are currently being worked through.

Future Years Forecasts

81. The future years of the MTFP still carry some significant risks which could alter the currently identified plans either upwards or downwards. Primarily these include:
- The recent funding announcement for police forces provided national police grant level figures for 2016/17 through to 2019/20 showing annual increases nationally of 1.3%, 1.4%, 1.6% and 1.8% respectively but detailed allocations were only provided for 2016/17 which gave forces a 0.6% reduction on the previous year (due to increased reallocations and baseline adjustments). Hence future estimates of Government grants are at this stage based upon assumptions taking into account the statements made by the Policing Minister and the Home Secretary regarding a flat real settlement for police forces when taking into account the ability to raise council tax.
 - Included within the MTFP, we have assumed that when main grants (Main Grant & Formula Grant), are combined with potential increases in council tax, the force will achieve a 1% increase in cash terms per annum on its available funding. This approach is a mid range option which allows for a neutral real terms budget over the period should inflation run at 1% per annum (pay awards are currently capped at 1%).
 - At this stage the worst case scenario appears to be that the force faces a cash flat budget over the period, whereby the assumed annual 1% increase would need to be removed which would equate to reductions against today's assumptions of approximately £2.15m per annum (i.e. £6.45m over the three year period 2017/18 to 2019/20).
 - Conversely, should the funding allow for a neutral real terms budget over the period with inflation calculated higher than 1% per annum, we could receive more funding than anticipated, with every additional 1% increase equating to £2.15m per annum.
 - The Home Office is currently consulting on a new national funding formula for the allocation of main Home Office grants. This will not be implemented until April 2017 at the earliest. It should be noted that the Home Office's various proposed changes to the funding formula during 2015 (before the process was suddenly halted in November) were all detrimental to Thames Valley. However, on 11th December the Home Affairs Select Committee published their report and findings on the 'Reform of the Police Funding Formula'. They described the previous Home Office process as a 'shambles' and have informed the Home Office that the new formula needs to recognise the full range of drivers on demand for policing, not just crime. At this stage it is too early to predict what the impact of these changes could look like, but a 1% variance in grant funding allocation would equate to approximately £2.15m per annum.
 - As highlighted at paragraph 53 the current assumption on council tax increases is at 1.99% per annum, which is in-line with the Government's assumption in the 2016/17 police grant settlement but does require PCC endorsement on an annual basis - in theory this could change following the PCC elections in May – a 1.0% change in council tax equates to approximately £1.3m.
 - The MTFP also assumes annual growth in the taxbase of 1.75% and a council tax surplus of £1.75m per annum. The increase in taxbase reflects the higher increase received in 2015/16 and also recognises the fact that house building continues to expand in some parts of the Thames Valley. The actual surplus can fluctuate significantly year on year. However, the estimate of £1.75m represents the average surplus received over the last 5 years. Billing authorities have been

contacted to provide an explanation for the significant increase in surplus in recent years and to provide their best estimate of the surplus position in future years.

Mitigation of Risks & Uncertainties

82. As can be seen from the above, there are significant gaps in information available around key factors that could influence the level of funding available to the PCC as well as the demand for increased capability in future years.
83. The work that has already started within the Productivity Strategy will continue to be developed and taken forward to ensure the drive to improve the efficiency of our service continues, by reducing the underlying cost of our organisation. Specifically work will continue to:
- Priority Based Budgeting (PBB) – the programme of work under this initiative will continue well into the MTFP period and all areas will continue to come under scrutiny through the panels which are chaired and led by the DCC. Focus will initially be on those areas which only had a 'light touch' in year one. In addition the four Work Groups will continue to identify and deliver changes to working practices to ensure we are operating at an optimal and productive level whilst releasing savings where possible.
 - Focus on non-staff costs. Over the last five years we have taken £70m out of the organisation; in excess of 35% (£25m) of these savings were from non-staff budget heads. Given that 80% of our budget relates to staff this is a considerable achievement and has assisted in the maintenance/improvement of our service levels. The work to reduce non-staff costs is continuing with vigour to ensure we maximise savings from our existing Productivity schemes and also to introduce new initiatives. Our recently restructured Procurement department is working to ensure we identify the most cost effective solution and continue to achieve maximum value for money throughout all contracts.
84. In addition to the above, the MTFP currently contains funding to redeploy a total of 168 FTE police officer posts during the period of the plan. Should the risks to future year's budgets be realised, and the above savings strategies cannot meet the shortfall, we will review the use of redeployment of officers and reduce the numbers as required to bridge any funding gaps that might arise.

LOCAL GOVERNMENT ACT 2003

Robustness of estimates and adequacy of reserves

85. The Local Government Act 2003 places a duty on the Chief Finance Officer (CFO) to make a report to the PCC on the robustness of the estimates and the adequacy of the reserves.

Reserves and balances

86. A separate agenda item shows the latest position on reserves, balances and provisions.
87. Based on current planning assumptions general revenue balances will stay slightly above the approved 3% target level throughout the next 4 years.

88. Earmarked reserves are forecast to reduce from £33.808m on 1st April 2015 to around £20.5m by 31st March 2020, including £2.004m in the Conditional Funding Reserve which is not available to support general operational policing.
89. Accumulated capital grants and reserves will be fully utilised by the end of 2019/20

Reliability / accuracy of budget estimates

90. The estimates have been put together by qualified finance staff in the Force's Finance Department and reviewed by qualified staff within the Office of the PCC.
91. There are a significant number of risks regarding the draft budget proposals and these are clearly set out in paragraph 81 above.
92. The biggest area of concern is the assumption being made regarding future levels of government grant and precept income. The current working assumption, legitimately based on information that has provided by the Policing Minister and the Home Secretary, is that resources will be protected in real terms (i.e. cash will increase by 1% per annum). At this stage we do not know the level of grant topslices (or reallocations) or the impact of the new police funding formula which is due to be implemented in April 2017. As set out in paragraph 81 above each 1% variation in police funding equates to £2.15m per annum. The Chancellor is already warning of 'dangerous cocktail of major global threats' that could impact adversely on the UK economy and national finances.
93. Each of the budget risks identified above will be monitored very closely and the next iteration of the MTFP will be updated accordingly.

Scrutiny

94. The draft budget proposals were presented to and scrutinised by the PCC and Deputy PCC at the Level 1 public meeting on 29th October. The Police and Crime Panel has established a 'Budget Task and Finish Group' to review the draft budget proposals. This Group met to consider the draft budget proposals on 9th December. They are next due to meet on 26th January.

Achievability and risks

95. Attached at Appendix 6 is a budget risk and sensitivity analysis for 2016/17. In producing this analysis the CFO has followed the Force Risk Assessment Model. The first main column explains the risk to the PCC's budget. The level of risk is then assessed in terms of both likelihood and impact (each factor scored out of 5, with 1 being low likelihood / impact) on the PCC's budget. The final column provides a sensitivity analysis, where appropriate.
96. These identified risks are mitigated, to a certain extent, because the PCC:
- maintains an appropriate level of reserves and balances;
 - takes a prudent approach to achievability of income and the recovery of debts due, making appropriate provisions for bad debts; and
 - will proactively manage and monitor all aspects of budget performance during the year.
97. In addition, the Force continues to identify future budget savings through its ongoing Productivity Strategy, as referred to in paragraphs 67 to 75 above
98. Accordingly, the assessment of budget risks presented at Appendix 6 takes into account the mitigating factors identified above.

99. Similarly, Appendix 6A shows the risks to the medium term financial plan (2017/18 to 2019/20).
100. Although the Government has published national spending totals for the police for the next four years they have not produced individual force allocations, presumably because implementation of the new national funding formula has been deferred until 2017/18. The main risk, as identified above, is that future year funding allocations (grant and precept) are less than the 1% cash increase currently assumed.
101. The PCC's cash flow requirements are forecast and monitored on a regular basis to ensure stable and predictable treasury management, avoiding unexpected financing requirements.
102. The PCC needs to be satisfied that the revenue commitments in future years are affordable, sustainable and deliverable. Furthermore, the PCC has a responsibility to local people to ensure that the approved budget and detailed spending plans will deliver the aims, priorities and performance targets as set out in his Police and Crime Plan 2012-2017. A new Police and Crime Plan will be developed shortly after the next PCC elections in May 2016.
103. The risk inherent in the timely delivery of large capital schemes within budget is considered relatively low. The Force uses recognised project management techniques (PRINCE 2) including programme and project boards to manage all major schemes. In addition, the Corporate Development Unit ensures the co-ordination of all major projects as part of the Force Change programme and reports progress to the Chief Constable's Directions Group.
104. All capital schemes are managed by:
- rigorous monitoring of projects.
 - close liaison with project partners
 - closely monitoring staff vacancies and using contractors where appropriate.
105. Recent history suggests that there is a higher chance of slippage of expenditure and scheme underspends than significant in-year overspends against approved capital budgets. However, the Force has recently appointed a business partner to help mitigate timeliness of delivery of future technology projects.

Council Tax Capping

106. The Localism Act 2011 abolished the capping regime in England. However, Schedule 5 of the Act made provision for council tax referendums to be held if an authority increases its council tax by an amount exceeding principles determined by the Secretary of State [for CLG] and agreed by the House of Commons.
107. On 17 December the Secretary of State for CLG published the referendum principles for 2016/17. As previously announced, the 10 police force areas with the lowest precepts (excluding the City of London) will be allowed to increase their Band D bill by £5. The referendum limit for everyone else remains at 1.99% with an increase of 2% or more triggering a referendum.

Prudential Code for Capital Finance

108. The Prudential Code for Capital Finance has introduced a rigorous system of prudential indicators which explicitly require regard to longer-term affordability, prudence, value for money, stewardship, service objectives and practicality of investment decisions. This is backed up by a specific requirement to monitor

performance against forward-looking indicators and report and act on significant deviations.

Conclusion

109. The 2016/17 budget has been prepared in a properly controlled and professionally supported process. It has been subject to due consideration within the Force and by the PCC. The identifiable risks should be capable of management.
110. As shown in Appendix 6A there are a number of risks to the MTFP, most notably the level of future year grant allocations, however based on the assumptions set out in paragraph 53 above, the MTFP is currently balanced in all four years. This is an excellent achievement and due credit must be given to the Chief Constable, the Director of Finance and their staff for their comprehensive and detailed work in this area.
111. The MTFP currently contains a provision for police officer redeployment in 2017/18 and later years. This budget provision, in particular, will be amended should future year grant allocations not be as generous as currently assumed.
112. The PCC is reminded that his responsibility for setting the annual budget and council tax precept for 2016/17 should also take into account whether the budget and service plans are relevant, affordable and sustainable in the longer-term. In doing so, he will need to satisfy himself that services and resource allocation have been appropriately prioritised and that financial risks have been adequately addressed and covered by, for example, reserves, contingencies and risk mitigation plans.

IMPLICATIONS FOR COUNCIL TAX

113. The PCC will receive police grant of £141.2m, ex-DCLG formula grant of £73.9m and legacy council tax grants of £15.3m in 2016/17. These levels of grant income are determined independent of the PCC's planned spending budget for the year.

Surplus on Collection Funds

114. It is currently estimated that the PCC will receive £1.95m in 2016/17 as its share of the net surplus on the billing authorities' Collection Funds, details of which are provided in Appendix 7.

Funding the 2016/17 Revenue Budget

115. Table 9 shows how the 2016/17 revenue budget will be financed.

Table 9

| | £m | % |
|--|----------------|-------------|
| Police grant | 141.222 | 37% |
| Ex-DCLG formula grant | 73.890 | 19% |
| Total formula grant | 215.112 | 56% |
| Council tax precept (estimate) | 143.327 | |
| Council Tax surplus on collection funds (estimate) | 1.950 | |
| Total council tax | 145.277 | 37% |
| Legacy council tax grants | 15.278 | 4% |
| Other specific grants | 10.729 | 3% |
| Total specific grants | 26.007 | 7% |
| Total Financing | 386.396 | 100% |

Council Taxbase

116. The taxbase is calculated by the billing authorities by converting all properties to band D equivalents and making assumptions about the levels of discounts to be offered and the amount of tax to be collected.
117. In total, the provisional estimate of the 2016/17 taxbase for the PCC is 858,451 Band D equivalent properties, as Appendix 7 illustrates. This represents an annual increase of 14,898 properties or 1.77%.

Band D Council Tax

118. The band D council tax proposed for 2016/17 is £166.96, an increase of £3.26 or 1.99% on the comparable figure for 2015/16.
119. As shown in Appendix 8 our current 2015/16 band D council tax of £163.70 is below the English national average of £172.17. The appendix also shows that TVP is significantly below average in terms of net cost per 1000 population when compared to other forces (£159,111 compared to £171,733). The final three columns show the proportion of each PCC's net budget requirement raised through council tax and government grant. TVP receives a higher proportion of its income from local council taxpayers than in most other force areas.

CONCLUSIONS

120. The revenue budget is fully balanced in 2016/17 with a 1.99% increase in council tax.
121. The budget for 2016/17 protects and provides some increases, for priority service areas and specialist capabilities in response to the increasing level of complex crime and the current threat levels. This supports the delivery of the Police and Crime Plan including the Chief Constable's annual delivery plan objectives.
122. The medium term financial plan is balanced in all four years. This has only been possible through the identification of £36.02m of budget cuts.
123. The Force will continue working on its Productivity Strategy and in particular the Priority Based Budget review, to ensure resources are directed to priority areas and that services are delivered in the most effective manner. This work will continue to release savings in future years in order to balance the budget and provide additional resource to reinvest in priority policing areas.
124. As shown above the current MTFP requires revenue savings of at least £36.02m over the next four years, with £15.61m in 2016/17. This is over and above the £73m of cash savings already removed from the base budget in the last five years (i.e. 2011/12 to 2015/16) meaning that, over the nine year period 2011/12 to 2019/20, in excess of £109m will have been taken out of the base revenue budget.
125. The impact on police officer and staff numbers next year (2016/17) is a net reduction of 95 police officer posts and a reduction of 212 police staff/PCSO posts.

House of Commons: Written Statement made by: The Minister of State for Policing, Criminal Justice and Victims (Mike Penning) on 17 December 2015 on Police Grant Report England and Wales 2015/16

I have today placed in the Library my proposals for the aggregate amount of grant to Local Policing Bodies in England and Wales for 2016/17, for the approval of the House. Copies are also available in the Vote Office.

On 25 November, the Chancellor announced that police spending would be protected in real terms over the Spending Review period, when precept is taken into account. This is an increase of up to £900 million in cash terms by 2019/20.

The Chancellor's statement reinforces this Government's commitment to protect the public. That has been true over the last five years and remains the case for the coming Parliament. At the same time as protecting the overall spending envelope for the police, the Government committed to finishing the job of police reform.

Since 2010 we have seen some of the biggest changes to policing in a generation. Crime is down by over a quarter. There is significantly greater local accountability and transparency and police leaders have taken the opportunity to radically reform the way they deliver services to the public. Police officers have been taken out of back office roles and resources focused on front line delivery, putting officers back on the streets where the public expect them to be. Police forces are working more closely than ever before to reduce costs and duplication, and have started to work more closely with other emergency services through co-location and collaboration in areas such as fire and mental health.

But as Her Majesty's Inspectorate of Constabulary has set out, there remain further efficiencies to be made from improved and better use of IT, from greater collaboration between forces and with other public services, and from improving workforce productivity. Better, more collaborative procurement alone can save the police up to £350m in real terms by 2019/20. We trust that Police and Crime Commissioners (PCCs) and Chief Constables will do everything in their power to continue to drive those efficiencies, safeguard the quality of policing and continue to reduce crime.

The Department for Communities and Local Government (DCLG) will today publish proposals for the distribution of funding to English local authorities for 2016/17. A further £4.2m of Council Tax Freeze Grant funding, previously paid to Local Policing Bodies by DCLG, will be paid by the Home Office in 2016/17. This follows the permanent transfer of £500m of other Legacy Council Tax Grants and £3bn of 'formula funding' from DCLG to the Home Office in previous years, reflecting our ambition to simplify police funding arrangements over this Parliament.

The Welsh Government set out its proposals for the allocation of funding in 2016/17 for Local Policing Bodies in Wales.

The overall settlement will increase counter-terrorism police funding in real terms to £670m and includes extra investment to continue the job of police reform. It provides transformation funding to develop and deliver specialist capabilities such as those required to tackle cyber crime and other emerging changes in crime, and enable a major uplift in firearms capability and capacity so that we can respond quickly and forcefully to a firearms attack. By protecting overall police spending, we will

be able to deliver these changes and we will do so ensuring local identity and accountability is not lost in the process.

This settlement also includes within it the police share of the £1bn investment costs of the Emergency Services Network (ESN), demonstrating the importance the Government places on investing in ESN's future capability and confidence in the substantial financial savings it will deliver.

For 2016/17, direct resource funding for each PCC, including precept, will be protected at flat cash levels, assuming that precept income is increased to the maximum amount available. This means that no PCC will face a reduction in cash funding next year compared to this year, and the majority will see marginal increases in their spending power.

I have set out below how we propose to allocate the police funding settlement between the different funding streams and between police force areas for 2016/17.

| | 15/16* (£m) | 16/17 (£m) | 17/18 (£m) | 18/19 £m) | 19/20 (£m) | Change (£m) | Cash change (%) | Real change (%) |
|-------------------------------------|------------------------------|-----------------------------|-----------------------------|----------------------------|-----------------------------|------------------------------|--|--|
| Government Funding (excl CT) | 8,271 | 8,378 | 8,497 | 8,631 | 8,785 | 514 | 6.2% | -1.4% |
| <i>o/w Home Office</i> | <i>8,099</i> | <i>8,204</i> | <i>8,321</i> | <i>8,453</i> | <i>8,604</i> | <i>506</i> | <i>6.2%</i> | <i>-1.4%</i> |
| <i>o/w DCLG</i> | <i>37</i> | <i>37</i> | <i>37</i> | <i>37</i> | <i>37</i> | <i>0</i> | <i>0.0%</i> | <i>-7.2%</i> |
| <i>o/w Welsh Government</i> | <i>135</i> | <i>137</i> | <i>139</i> | <i>141</i> | <i>143</i> | <i>8</i> | <i>6.2%</i> | <i>-1.4%</i> |
| Precept | 3,105 | 3,194 | 3,286 | 3,379 | 3,474 | 369 | 11.9% | 3.8% |
| Total | 11,376 | 11,572 | 11,783 | 12,010 | 12,259 | 883 | 7.8% | 0.0% |

*Central government funding includes Airwave which has been brought into the police settlement and council tax freeze grant amounts which were not known at the time of the 2015/16 annual police settlement.

| | | |
|------------------------------------|--------------|--|
| Police funding | 16/17 | |
| | £m | |
| Central Government funding* | 8,995 | |

| | | |
|--|--------------|--|
| o/w CT Police Grant** | 640 | |
| o/w Airwave | 204 | |
| o/w Police Private Finance Initiatives | 73 | |
| o/w Legacy Council Tax Grants | 545 | |
| Overall core Government settlement funding | 7,534 | |
| Reallocations | 218 | |
| o/w Direct Entry | 4.6 | |
| o/w Emergency Services Network | 80 | |
| o/w Independent Police Complaints Commission (for the transfer of integrity functions) | 32 | |
| o/w Innovation Fund | 55 | |
| o/w Major Programmes (HOB and NPDP) | 21.8 | |
| o/w Special Grant | 25 | |
| Transformation Fund | 76 | |
| Total direct government funding | 7,239 | |
| Government formula funding | 7,061 | |
| <i>cash change</i> | -41 | |
| <i>cash change percentage from 15/16</i> | -0.6% | |
| <i>real change percentage</i> | -2.3% | |
| National & International Capital City Grants | 178 | |
| o/w City of London Police | 4.5 | |

| | | |
|------------------------------------|--|--|
| o/w Metropolitan Police | 173.6 | |
| Precept | 3,194 | |
| Overall resource funding*** | 10,978 | |
| <i>cash change</i> | 51 | |
| <i>cash change percentage</i> | 0.5% | |
| <i>real cut</i> | -1.2% | |
| | *Includes £14m baseline adjustment for NCA in 2016/17. A separate baseline transfer has been applied for HMIC. | |
| | ** Additional capital of £30m will be provided for CT policing. | |
| | ***Comprises formula funding, NICC grants, Legacy Council Tax Grants and Precept | |

| | |
|--|-------------|
| Transformation Fund | 76.4 |
| o/w New Transformation Funding | 37.8 |
| o/w Firearms | 34 |
| o/w Digital justice (CJS)/digital investigations (DII) | 4.6 |

Provisional force-level allocations of these grants (excluding Counter-Terrorism Police Grant) for each force area in England and Wales for 2016/17 are set out in Table 4. Further detail is set out below.

Counter-terrorism police funding

I will continue to allocate specific funding for counter-terrorism policing over the course of the Spending Review period to ensure that the police have the capabilities to deal with the terrorist threats that we face. The settlement will increase counter-terrorism police funding in real terms to £640m revenue. Additional capital of £30m will be provided.

Police and Crime Commissioners will receive full counter-terrorism funding allocations in the New Year. For security reasons these allocations will not be available in the public domain.

Baseline adjustments

Her Majesty's Inspectorate of Constabulary (HMIC)

We will provide £9.2m to HMIC to continue its programme of thematic inspections and more wide-ranging PEEL inspections. The PEEL assessments are strong evidence of how HMIC 'shines a light' on policing outcomes and value for money. They give the public a clear, independent view of the quality of policing in their local area. The public can use this information to challenge their local force and through their Police and Crime Commissioner, hold it to account. From 2016/17 this funding will form a permanent baseline transfer to HMIC.

In addition to ensuring that no force area will face a cash reduction in direct resource funding, I have also made funding available for a number of key priorities, set out below.

Reallocations

Emergency Services Network (ESN)

£80m will be reallocated for ESN which will give all officers priority access to 4G mobile broadband data on a single network, including in some areas where it is currently not available at all, allowing them to get even more benefits from mobile working than many forces are already achieving. This investment will bring productivity and operational benefits as well as substantial savings to the taxpayer of around £400m per year, with the police accounting for around £260m of that saving.

Major Programmes

This year we will provide £21.8m from the police settlement to support the continuing development of Home Office Biometrics, a transformation programme looking to provide a single platform for all users (police, immigration and border, Counter Terrorism and Her Majesty's Passport Office) for all three biometric platforms (fingerprint, DNA and face), and the National Police Database Programme that will develop a new national platform whose scope is likely to include that of the current Police National Computer, Police National Database and Automatic Number Plate Recognition systems.

Independent Police Complaints Commission (IPCC)

This is the third year of funding for the expansion of the IPCC to investigate all serious and sensitive allegations involving the police. At the midway point in 2015/16 the IPCC have opened more independent investigations than it delivered in the whole of 2014/15. In 2016/17 I am providing £32m from the police settlement to allow the IPCC to expand and focus on investigating the most serious and sensitive cases.

College of Policing

£4.6m will be given to the College of Policing to deliver direct entry schemes. These schemes aim to attract, select and train exceptional people who have the potential to become senior leaders in policing. This will widen the talent pool from which police leaders can be drawn, open up police culture to new influences and foster an environment where challenge and innovation are welcome. Next year the College of Policing will be opening a new direct entry route in to policing at the rank of inspector to further open up policing ranks and encourage people from different stages in their careers to consider policing.

Police Special Grant

This is the second year we have decided to provide funding from the police settlement for the discretionary Police Special Grant contingency fund, which supports police force areas facing significant and exceptional events which might otherwise place them at financial risk. In 2016/17 I am providing £25m from the police settlement for Police Special Grant.

Police Innovation Fund

I will continue to promote innovation, collaboration and improved efficiency by allocating £55m to the Police Innovation Fund for 2016/17. This year, we want to reward more breakthrough ideas than ever before. We will continue to fund high-quality, large-scale, 'Implementation-Ready' bids to bring innovation to life more quickly. But we are also looking for ideas for smaller-scale, early-stage, 'Proof-of-Concept' bids to make ideas a reality, at scale and pace.

Police Transformation Fund

New Transformation Funding

After consideration, we are allocating £38m New Transformation Funding to incentivise and facilitate transformation in policing to invest in cross-force specialist capabilities, to exploit new technology and to improve how we respond to changing threats. Further details will be provided in the New Year.

Firearms capability and capacity

We will provide £34m to enable a national uplift in armed policing capability and capacity to respond more quickly and effectively to a firearms attack. This will be distributed via the Counter Terrorism Policing Grant.

Digital justice and digital investigations

I have decided to provide £4.6m for policing to begin the critical work of setting up a comprehensive, joined up programme of digital transformation. My priorities for digital policing reform can be divided into three component parts: public contact, digital investigation and intelligence and digital first. This reallocation will ensure these are established as funded programmes that can begin to deliver tangible results in 2016. Joining these together will not only ensure a consistent approach, but will also provide better value for money through economies of scale.

Other funding

National and International Capital City Grant

The Metropolitan Police, through the Greater London Authority, will receive National and International City (NICC) funding worth £174m, and the City of London Police will also receive increased NICC funding worth £4.5m. This is in recognition of the unique and additional demands of policing the capital city, and also ensures that total direct resource funding to both forces is similarly protected.

Council tax referendum principles

As announced as part of the Spending Review, additional flexibility will be given to the 10 PCCs in England with the lowest precept levels each year (the lower quartile), so that they can raise their precept by up to £5 per year per band D household. Other PCCs in England will face a 2.0% referendum threshold each year.

The PCCs to receive this £5 flexibility in 2016/17 are Northumbria, West Midlands, West Yorkshire, Sussex, Essex, Kent, Hertfordshire, South Yorkshire, Greater Manchester and Cheshire.

The Communities Secretary will announce the council tax referendum principles for local authorities in England in 2016/17 shortly. After considering any representations, he will set out the final principles in a report to the House and seek approval for these in parallel with the Final Local Government Finance Report. Council tax in Wales is the responsibility of Welsh Ministers.

Legacy Council Tax Grants

In 2016/17 we will provide Council Tax Freeze Grant to PCCs in England relating to the 2011/12, 2013/14, 2014/15 and 2015/16 council tax freeze schemes and Local Council Tax Support (LCTS) funding previously paid to PCCs in England by DCLG. This will total £507m in 2016/17.

The Common Council of the City of London (on behalf of the City of London Police) and the Greater London Authority (on behalf of the Mayor's Office for Policing and Crime) will also receive Council Tax Freeze Grant relating to the 2011/12 freeze grant scheme. The Greater London Authority will also receive an amount for the 2013/14, 2014/15 and 2015/16 schemes. These sums will continue to be paid from outside of the police funding settlement by DCLG. There will be no new freeze grant schemes in 2016/17.

Police Capital

I still intend to allocate the majority of capital funding directly to Local Policing Bodies. Like last year all Local Policing Bodies will receive the same percentage change in Capital Grant. I will continue to maintain a capital contingency. Indicative figures are set out in Table 3, and I will consider whether further reallocations are required.

| Table 3: Police Capital | |
|--------------------------------|-----------|
| 2015/16 Police Capital | £m |
| Police Capital Grant | 64.5 |
| Police Special Grant Capital | 1 |
| NPAS | 16.5 |
| Total | 82 |

| Local Policing Body | 2016/17 | | | | | |
|----------------------------|---------------------|------|-----------------|----|-------------------------------|---|
| | HO (incl Rule 1) | Core | Welsh Top-up | WG | Ex-DCLG Formula Funding | Legacy Council Tax Grants (total from HO) |
| | £m | | | | | |
| Avon & Somerset | 105.0 | - | - | - | 56.5 | 14.7 |
| Bedfordshire | 40.3 | - | - | - | 23.3 | 4.6 |
| Cambridgeshire | 48.5 | - | - | - | 24.4 | 6.5 |
| Cheshire | 61.5 | - | - | - | 44.8 | 8.3 |
| City of London | 18.4 | - | - | - | 33.6 | 0.1 |
| Cleveland | 46.2 | - | - | - | 38.5 | 7.7 |
| Cumbria | 28.7 | - | - | - | 30.8 | 4.8 |
| Derbyshire | 62.1 | - | - | - | 37.7 | 8.7 |
| Devon & Cornwall | 102.7 | - | - | - | 63.1 | 15.5 |
| Dorset | 41.2 | - | - | - | 17.3 | 7.9 |

| | | | | | |
|--------------------------|-------|-----|------|-------|-------|
| Durham | 42.7 | - | - | 37.0 | 6.1 |
| Dyfed-Powys | 32.1 | 5.1 | 12.9 | - | - |
| Essex | 102.8 | - | - | 55.9 | 13.1 |
| Gloucestershire | 34.4 | - | - | 19.5 | 6.1 |
| Greater London Authority | 861.5 | - | - | 749.8 | 119.7 |
| Greater Manchester | 226.6 | - | - | 181.4 | 25.7 |
| Gwent | 42.4 | - | 30.1 | - | - |
| Hampshire | 120.0 | - | - | 63.1 | 12.9 |
| Hertfordshire | 71.4 | - | - | 36.4 | 10.2 |
| Humberside | 67.2 | - | - | 46.6 | 10.0 |
| Kent | 106.3 | - | - | 66.6 | 13.3 |
| Lancashire | 100.6 | - | - | 79.2 | 12.8 |
| Leicestershire | 65.3 | - | - | 39.6 | 8.9 |
| Lincolnshire | 38.4 | - | - | 20.3 | 6.8 |
| Merseyside | 122.5 | - | - | 112.8 | 15.6 |
| Norfolk | 50.2 | - | - | 28.8 | 9.3 |
| North Wales | 46.3 | 4.9 | 21.6 | - | - |
| North Yorkshire | 41.7 | - | - | 27.0 | 7.9 |
| Northamptonshire | 43.2 | - | - | 24.2 | 6.6 |
| Northumbria | 110.1 | - | - | 107.4 | 8.2 |
| Nottinghamshire | 77.9 | - | - | 48.1 | 9.7 |

| | | | | | |
|----------------------------------|---------------|------------|--------------|---------------|--------------|
| South Wales | 87.5 | - | 72.2 | - | - |
| South Yorkshire | 100.6 | - | - | 77.5 | 10.9 |
| Staffordshire | 66.5 | - | - | 39.9 | 12.0 |
| Suffolk | 40.7 | - | - | 22.9 | 6.8 |
| Surrey | 62.2 | - | - | 29.2 | 9.2 |
| Sussex | 97.8 | - | - | 53.9 | 13.2 |
| Thames Valley | 141.2 | - | - | 73.9 | 15.3 |
| Warwickshire | 31.0 | - | - | 17.4 | 5.2 |
| West Mercia | 66.3 | - | - | 43.4 | 12.0 |
| West Midlands | 250.8 | - | - | 180.3 | 19.0 |
| West Yorkshire | 171.5 | - | - | 129.3 | 16.7 |
| Wiltshire | 37.5 | - | - | 20.7 | 5.2 |
| Total England & Wales | 4112.0 | 9.9 | 136.8 | 2802.2 | 507.4 |

| Force area | 2015/16 | 2016/17 | Cash change | | £m | £m | £m | % |
|----------------|-----------------|---------|-------------|------|------|----|----|---|
| | | | | | | | | |
| | Avon & Somerset | 269.3 | 270.7 | 1.4 | 0.5% | | | |
| Bedfordshire | 99.6 | 100.0 | 0.4 | 0.4% | | | | |
| Cambridgeshire | 128.1 | 128.9 | 0.8 | 0.6% | | | | |
| Cheshire | 169.5 | 170.9 | 1.4 | 0.8% | | | | |
| City of London | 55.4 | 56.8 | 1.4 | 2.5% | | | | |
| Cleveland | 122.3 | 122.5 | 0.3 | 0.2% | | | | |

| | | | | |
|--------------------------|---------|---------|-----|------|
| Cumbria | 99.2 | 99.7 | 0.5 | 0.5% |
| Derbyshire | 160.7 | 161.4 | 0.7 | 0.4% |
| Devon & Cornwall | 278.0 | 279.5 | 1.5 | 0.5% |
| Dorset | 118.4 | 119.3 | 1.0 | 0.8% |
| Durham | 112.5 | 112.7 | 0.2 | 0.2% |
| Dyfed-Powys | 93.3 | 94.1 | 0.8 | 0.8% |
| Essex | 260.8 | 263.4 | 2.5 | 1.0% |
| Gloucestershire | 104.3 | 105.1 | 0.8 | 0.8% |
| Greater London Authority | 2,517.4 | 2,522.4 | 5.0 | 0.2% |
| Greater Manchester | 541.2 | 542.9 | 1.7 | 0.3% |
| Gwent | 117.8 | 118.5 | 0.7 | 0.6% |
| Hampshire | 299.1 | 300.6 | 1.5 | 0.5% |
| Hertfordshire | 181.1 | 182.9 | 1.8 | 1.0% |
| Humberside | 169.4 | 169.8 | 0.5 | 0.3% |
| Kent | 273.1 | 275.5 | 2.4 | 0.9% |
| Lancashire | 258.9 | 259.5 | 0.6 | 0.2% |
| Leicestershire | 167.7 | 168.5 | 0.7 | 0.4% |
| Lincolnshire | 108.4 | 109.1 | 0.7 | 0.7% |
| Merseyside | 307.0 | 307.0 | 0.0 | 0.0% |
| Norfolk | 145.5 | 146.5 | 1.0 | 0.7% |
| North Wales | 139.8 | 141.1 | 1.3 | 0.9% |

| | | | | |
|------------------|-----------------|-----------------|-------------|-------------|
| North Yorkshire | 137.1 | 138.2 | 1.1 | 0.8% |
| Northamptonshire | 119.2 | 119.9 | 0.7 | 0.6% |
| Northumbria | 259.5 | 260.3 | 0.8 | 0.3% |
| Nottinghamshire | 188.9 | 189.5 | 0.6 | 0.3% |
| South Wales | 255.1 | 256.5 | 1.5 | 0.6% |
| South Yorkshire | 239.1 | 240.0 | 0.9 | 0.4% |
| Staffordshire | 176.7 | 177.6 | 0.8 | 0.5% |
| Suffolk | 110.9 | 111.6 | 0.6 | 0.6% |
| Surrey | 205.0 | 207.1 | 2.1 | 1.0% |
| Sussex | 249.7 | 252.1 | 2.5 | 1.0% |
| Thames Valley | 369.7 | 371.9 | 2.2 | 0.6% |
| Warwickshire | 89.5 | 90.1 | 0.6 | 0.7% |
| West Mercia | 198.5 | 199.8 | 1.3 | 0.6% |
| West Midlands | 522.8 | 524.0 | 1.2 | 0.2% |
| West Yorkshire | 404.6 | 406.3 | 1.7 | 0.4% |
| Wiltshire | 102.8 | 103.5 | 0.6 | 0.6% |
| TOTAL | 10,927.0 | 10,977.8 | 50.8 | 0.5% |

*This includes all formula grant, NICC grants and Legacy Council Tax Grants and police precept. This assumes that PCCs in England increase their precept to the maximum referendum limit in 2016/17, PCCs in Wales raise council tax by 2% and tax base growth of 0.5% across England and Wales.

Revenue Budget Summary 2016/17

| | 2015/16 Budget | Inflation | Savings | Virements | Growth | 2016/17 Budget |
|---|----------------------|-------------------|--------------------|-----------------|-------------------|----------------------|
| PCC Controlled Expenditure | | | | | | |
| Office of the PCC | £899,194 | £2,217 | 0 | -1,018 | 18,000 | £918,393 |
| Democratic Representation | £167,479 | £278 | 0 | 24,156 | 0 | £191,913 |
| Other Costs | £230,179 | £3,092 | 0 | -24,000 | 0 | £209,271 |
| Commissioned Services | £5,587,755 | £0 | 0 | 95,712 | -31,000 | £5,652,467 |
| | £6,884,607 | £5,587 | 0 | 94,850 | -13,000 | £6,972,044 |
| TVP Operational Budget - Direction and Control of Chief Constable: | | | | | | |
| Employees | £321,727,817 | £3,153,942 | -15,758,101 | -985,683 | 9,084,550 | £317,222,525 |
| Premises | £19,806,465 | £487,570 | -1,680,371 | -583,847 | -1,250,000 | £16,779,817 |
| Transport | £9,152,280 | £65,900 | -440,409 | -7,775 | 0 | £8,769,996 |
| Supplies & Services | £43,467,918 | £615,933 | 2,125,827 | 2,944,541 | 4,685,000 | £53,839,219 |
| Third Party Payments | £9,756,456 | £229,010 | 0 | 536,747 | 650,000 | £11,172,213 |
| Force Income | -£27,229,319 | £0 | 690,000 | -1,817,240 | -452,370 | -£28,808,929 |
| | £376,681,617 | £4,552,355 | -15,063,054 | 86,743 | 12,717,180 | £378,974,841 |
| Net Capital Financing Costs: | | | | | | |
| Capital Financing | £3,147,486 | £0 | -549,000 | 0 | 498,626 | £3,097,112 |
| Interest on Balance | -£650,000 | £0 | 0 | 0 | -350,000 | -£1,000,000 |
| | £2,497,486 | £0 | -549,000 | 0 | 148,626 | £2,097,112 |
| Appropriations to/from Balances: | | | | | | |
| Appropriations | -£3,390,427 | £0 | 0 | 100,000 | 1,642,451 | -£1,647,976 |
| | -£3,390,427 | £0 | 0 | 100,000 | 1,642,451 | -£1,647,976 |
| Cost of Services | £382,673,283 | £4,557,942 | -15,612,054 | 281,593 | 14,495,257 | £386,396,021 |
| Funded By: | | | | | | |
| Council Tax - Surplus on Collection | -£2,499,030 | £0 | 0 | 0 | 549,030 | -£1,950,000 |
| Council Tax Precept Income | -£138,091,041 | £0 | 0 | 0 | -5,235,938 | -£143,326,979 |
| Formula Grant | -£74,314,342 | £0 | 0 | 0 | 423,953 | -£73,890,389 |
| Legacy Council Tax Grants | -£15,278,329 | £0 | 0 | 0 | 0 | -£15,278,329 |
| Police Current Grant | -£142,031,693 | £0 | 0 | 0 | 810,271 | -£141,221,422 |
| Specific Grant | -£10,458,848 | £0 | 0 | -281,593 | 11,539 | -£10,728,902 |
| | -£382,673,283 | £0 | 0 | -281,593 | -3,441,145 | -£386,396,021 |
| Total Funding | -£382,673,283 | £0 | 0 | -281,593 | -3,441,145 | -£386,396,021 |

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Thames Valley Police Medium Term Financial Plan 2016/17 - 2019/20

| | <u>2016/17</u> | <u>2017/18</u> | <u>2018/19</u> | <u>2019/20</u> |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Annual Base Budget | 382,673,283 | 386,396,021 | 389,714,583 | 393,213,817 |
| In Year Funding Virements | 281,593 | 0 | 0 | 0 |
| <u>Inflation</u> | | | | |
| General | 901,799 | 1,145,386 | 1,296,972 | 1,336,091 |
| Police Pay | 1,945,475 | 1,991,224 | 2,027,258 | 2,066,792 |
| Police Staff Pay | 1,100,000 | 1,050,000 | 1,050,000 | 1,000,000 |
| Specific | 610,668 | 512,652 | 600,773 | 592,532 |
| Inflation | 4,557,942 | 4,699,262 | 4,975,003 | 4,995,415 |

Productivity Strategy

| | | | | |
|--|--------------------|--------------------|-------------------|-------------------|
| Committed Full Year Effect Savings | 0 | 0 | 0 | 0 |
| Collaborative Units | -2,305,000 | -4,205,000 | -3,640,000 | -1,770,000 |
| Structure & Process Reviews | -971,380 | -183,000 | -178,000 | 0 |
| Value for Money Reviews | -5,491,371 | -2,336,777 | -1,169,649 | -1,074,318 |
| Priority Based Budget Review | -6,471,980 | -3,831,251 | -2,020,474 | 0 |
| Review of Remuneration and Conditions | -372,323 | 0 | 0 | 0 |
| Future Productivity Strategy Programmes | 0 | 0 | 0 | 0 |
| Total Productivity Strategy Savings | -15,612,054 | -10,556,028 | -7,008,123 | -2,844,318 |

Committed Expenditure*Police Officer - Pay Allowances*

| | | | | |
|--|---------------|----------------|-----------------|-----------------|
| 9 Compensatory Grant | -101,202 | -24,495 | -20,000 | -20,000 |
| 58 Restructure of Police Housing & Rent Allowance | -171,297 | -200,000 | -200,000 | -200,000 |
| 252 Police Officer Increments Payable | 1,751,000 | 2,251,000 | 2,251,000 | 2,251,000 |
| 253 Police Officer - Turnover Pay Changes | -1,853,877 | -2,078,498 | -2,173,070 | -2,170,822 |
| 276 Implementation of Auto Enrolment to Police Pension | 0 | 251,000 | 0 | 0 |
| 313 Police On-Call Allowance | 50,000 | 0 | 0 | 0 |
| 345 Reserve Funding for Additional Bank Holidays | -480,000 | 160,000 | -160,000 | 0 |
| 367 Overtime Payments for Annual Leave | 1,000,000 | 0 | 0 | 0 |
| 370 Unsocial Hours Allowance | -99,635 | -25,000 | -25,000 | -25,000 |
| <i>Police Officer - Pay Allowances</i> | <i>94,989</i> | <i>334,007</i> | <i>-327,070</i> | <i>-164,822</i> |

Police Staff - Pay Allowances

| | | | | |
|---|-----------|-----------|-----------|-----------|
| 7 Committed Police Staff Pay | 700,000 | 700,000 | 700,000 | 700,000 |
| 8 Police Staff Performance Award from September | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 265 Police Staff - Turnover Pay Changes | -350,000 | -350,000 | -350,000 | -350,000 |

| | | | | | |
|-----|---|------------------|------------------|------------------|------------------|
| 277 | Implementation of Auto Enrolment to Staff Pension | 0 | 314,000 | 0 | 0 |
| 346 | Reserve Funding for Additional Bank Holidays | -90,000 | 30,000 | -30,000 | 0 |
| 372 | Apprentice Scheme Levy Fee | 0 | 1,000,000 | 0 | 0 |
| | <i>Police Staff - Pay Allowances</i> | <i>1,260,000</i> | <i>2,694,000</i> | <i>1,320,000</i> | <i>1,350,000</i> |
| | <i>Legal & Compliance</i> | | | | |
| 310 | Changes to Employers NI Contributions | 6,359,237 | 0 | 0 | 0 |
| 365 | Increase in Charges for National ICT Systems | 650,000 | 0 | 0 | 0 |
| | <i>Legal & Compliance</i> | <i>7,009,237</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | Committed Expenditure | 8,364,226 | 3,028,007 | 992,930 | 1,185,178 |

Current Service

| | | | | | |
|-----|--|-------------------|---------------|----------------|----------------|
| | <i>Support Services</i> | | | | |
| 48 | Changes in Debt Charges | -201,374 | 85,000 | 52,766 | 80,365 |
| 299 | Community Safety Fund - Expenditure | -31,000 | -31,000 | -30,000 | -30,000 |
| 308 | SEPSNSA Contract Financing Income | 100,000 | 0 | 0 | 0 |
| 369 | Funding for Comunity Road Safety Officers via RSSG | -350,000 | 0 | 0 | 0 |
| | <i>Support Services</i> | <i>-482,374</i> | <i>54,000</i> | <i>22,766</i> | <i>50,365</i> |
| | <i>Income</i> | | | | |
| 232 | Changes to Firearms Licensing Income | -102,370 | 40,821 | 86,658 | -92,346 |
| 332 | Interest Receipt Smoothing from General Reserves | -450,000 | 0 | 0 | 0 |
| | <i>Income</i> | <i>-552,370</i> | <i>40,821</i> | <i>86,658</i> | <i>-92,346</i> |
| | <i>Legal & Compliance</i> | | | | |
| 343 | Indexing and Cataloguing of PVP Legacy Materials | -281,000 | 0 | 0 | 0 |
| | <i>Legal & Compliance</i> | <i>-281,000</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | Current Service | -1,315,744 | 94,821 | 109,424 | -41,981 |

Improved Service

| | | | | | |
|-----|---|------------------|------------------|------------------|-------------------|
| | <i>Support Services</i> | | | | |
| 329 | Additional Temporary Burglary Resources 2015/16 | -369,504 | 0 | 0 | 0 |
| 337 | Police Attendance at Child Protection Conferences | -123,168 | 0 | 0 | 0 |
| 373 | Funding for Capital Programme | 700,000 | 300,000 | 0 | 0 |
| 375 | MASH - Oxfordshire Growth | 186,168 | 0 | 0 | 0 |
| 376 | Police Officer Redployment | 910,000 | 2,940,000 | 2,030,000 | 0 |
| 377 | ESMCP Direct Revenue Funding | 0 | 1,200,000 | -400,000 | -800,000 |
| 378 | Investment in Priority and Innovation Initiatives | 0 | 1,400,000 | 2,500,000 | 1,100,000 |
| 379 | Revenue Consequences of CMP | 306,000 | 0 | 0 | 0 |
| 380 | ICT Technical Infrastructure Growth | 3,260,000 | 140,000 | 110,000 | 80,000 |
| 381 | ICT - Investment for Rationalisation | 1,400,000 | 400,000 | -200,000 | -1,600,000 |
| | <i>Support Services</i> | <i>6,269,496</i> | <i>6,380,000</i> | <i>4,040,000</i> | <i>-1,220,000</i> |
| | <i>Legal & Compliance</i> | | | | |
| 340 | Temporaray Funding for PVP Posts | -64,672 | -30,796 | 0 | 0 |
| 368 | CAIU Resourcing | 849,500 | 262,500 | 0 | 0 |

| | | | | |
|--|-------------------|-------------------|-------------------|------------------|
| <i>Legal & Compliance</i> | 784,828 | 231,704 | 0 | 0 |
| <i>Specific Revenue Funded Projects</i> | | | | |
| 254 Data Centre Resilience | 0 | 520,000 | -520,000 | 0 |
| 256 HQ (s) Data Centre Air Conditioning | 0 | 465,000 | -465,000 | 0 |
| 280 Banbury Custody Ventilation Plant | -155,000 | 0 | 0 | 0 |
| 282 Amersham Lighting & Asbestos | -175,000 | 0 | 0 | 0 |
| 294 Return to work initiatives | 0 | -100,000 | 0 | 0 |
| 323 Loddon Valley Estates Rationalisation | -350,000 | 0 | 0 | 0 |
| 325 Langford Locks A/C Replacement | 0 | 0 | 0 | 260,000 |
| 352 Bicester Traffic Base - Fuel Tanks | -150,000 | 0 | 0 | 0 |
| 353 Movement of Force Stores to the REC | -420,000 | 0 | 0 | 0 |
| 354 KFC - Ground Floor Electrical Works | 0 | 225,000 | -225,000 | 0 |
| 355 Loddon Valley - Custody Ventilation | 0 | 0 | 0 | 390,000 |
| 356 Loddon Valley - CCTV & Panic Alarms | 0 | 230,000 | -230,000 | 0 |
| 357 Maidenhead - Custody Ventilation | 0 | 0 | 0 | 170,000 |
| 358 Maidenhead - CCTV & Panic Alarms | 0 | 230,000 | -230,000 | 0 |
| 359 Newbury - Custody Ventilation | 0 | 0 | 0 | 170,000 |
| 360 Newbury - CCTV & Panic Alarms | 0 | 230,000 | -230,000 | 0 |
| 361 Pangbourne Station - Electrical Rewire | 0 | 0 | 0 | 170,000 |
| <i>Specific Revenue Funded Projects</i> | <i>-1,250,000</i> | <i>1,800,000</i> | <i>-1,900,000</i> | <i>1,160,000</i> |
| Improved Service | 5,804,324 | 8,411,704 | 2,140,000 | -60,000 |
| <u>In Year Appropriations From Reserves</u> | | | | |
| <i>Appropriations from Performance Reserve</i> | | | | |
| 185 Appropriation from Improvement Performance Reserve | 688,344 | -2,169,204 | 2,100,000 | 365,000 |
| <i>Appropriations from Performance Rese</i> | <i>688,344</i> | <i>-2,169,204</i> | <i>2,100,000</i> | <i>365,000</i> |
| <i>Appropriations from General Balances</i> | | | | |
| 333 Smoothing of Interest Receipts from Gen. Reserve | 450,000 | 0 | 0 | 0 |
| 334 Appropriation to General Reserves | -65,893 | 0 | 0 | 0 |
| 347 Reserve Funding for Additional Bank Holidays | 570,000 | -190,000 | 190,000 | 0 |
| <i>Appropriations from General Balances</i> | <i>954,107</i> | <i>-190,000</i> | <i>190,000</i> | <i>0</i> |
| In Year Appropriations From Reserves | 1,642,451 | -2,359,204 | 2,290,000 | 365,000 |

| | | | | |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Net Budget Requirement | 386,396,021 | 389,714,583 | 393,213,817 | 396,813,111 |
| Percentage Budget Increase | 0.97% | 0.86% | 0.90% | 0.92% |
| Cash Budget Increase | 3,722,738 | 3,318,562 | 3,499,234 | 3,599,294 |

Funded By:

| | | | | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Opening Budget | -382,673,283 | -386,396,021 | -389,714,583 | -393,213,817 |
| In Year Funding Virements | -281,593 | 0 | 0 | 0 |

Funding Changes

Formula Grant

| | | | | |
|--------------------------------------|---------|-----------|-----------|-----------|
| 274 External Funding Changes | 810,271 | 1,203,084 | 1,316,047 | 1,433,178 |
| 304 Formula Grant Allocation Changes | 423,953 | 629,482 | 688,587 | 749,873 |

Formula Grant

| | | | |
|------------------|------------------|------------------|------------------|
| 1,234,224 | 1,832,566 | 2,004,634 | 2,183,051 |
|------------------|------------------|------------------|------------------|

Specific Grants

| | | | | |
|-----------------------------------|--------|--------|---------|--------|
| 303 Changes to Loan Charges Grant | 11,539 | 57,027 | 103,005 | 38,520 |
|-----------------------------------|--------|--------|---------|--------|

Specific Grants

| | | | |
|---------------|---------------|----------------|---------------|
| 11,539 | 57,027 | 103,005 | 38,520 |
|---------------|---------------|----------------|---------------|

Council Tax Requirement

| | | | | |
|--|------------|------------|------------|------------|
| 305 Council Tax Precept Requirement | -5,235,938 | -5,408,155 | -5,606,873 | -5,820,865 |
| 307 Council Tax - Surplus on Collections | 549,030 | 200,000 | 0 | 0 |

Council Tax Requirement

| | | | |
|-------------------|-------------------|-------------------|-------------------|
| -4,686,908 | -5,208,155 | -5,606,873 | -5,820,865 |
|-------------------|-------------------|-------------------|-------------------|

| | | | | |
|------------------------|-------------------|-------------------|-------------------|-------------------|
| Funding Changes | -3,441,145 | -3,318,562 | -3,499,234 | -3,599,294 |
|------------------------|-------------------|-------------------|-------------------|-------------------|

| | | | | |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|
| Total External Funding | -386,396,021 | -389,714,583 | -393,213,817 | -396,813,111 |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|

| | | | | |
|---|----------|----------|----------|----------|
| <i>Cumulative Shortfall / (Surplus)</i> | 0 | 0 | 0 | 0 |
|---|----------|----------|----------|----------|

| | | | | |
|-------------------------------------|----------|----------|----------|----------|
| <i>Annual Shortfall / (Surplus)</i> | 0 | 0 | 0 | 0 |
|-------------------------------------|----------|----------|----------|----------|

Analysis Of Growth Items

Appendix 4

| <i>Ref</i> | <i>Details</i> | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|--|--|------------|------------|------------|------------|
| <u>Committed Expenditure</u> | | | | | |
| Police Officer - Pay Allowances | | | | | |
| 9 | Compensatory Grant Calculation of requirements based on predicted Officer numbers shows an annual cash reduction year on year. This is excluding inflationary increases which have been set at zero and reflect the decreasing number of officers receiving rent allowance. | -101,202 | -24,495 | -20,000 | -20,000 |
| 58 | Restructure of Police Housing & Rent Allowance Recalculation of the requirements based on estimated numbers of officers likely to be eligible to claim. | -171,297 | -200,000 | -200,000 | -200,000 |
| 252 | Police Officer Increments Payable Separation out of police increments due based on annual pay progression. | 1,751,000 | 2,251,000 | 2,251,000 | 2,251,000 |
| 253 | Police Officer - Turnover Pay Changes Reduction in police officer pay bill based on annual leavers being removed at a higher salary rate that those new starters coming into the organisation. | -1,853,877 | -2,078,498 | -2,173,070 | -2,170,822 |
| 276 | Implementation of Auto Enrolment to Police Pension All Officers to be automatically enrolled in the police pension scheme with the option to opt out post enrolment. Assumed that 50% of currently not enrolled will stay in scheme, with a staging date expected of May 2017 | 0 | 251,000 | 0 | 0 |
| 313 | Police On-Call Allowance Review of budgets required against profiled expenditure patterns | 50,000 | 0 | 0 | 0 |
| 345 | Reserve Funding for Additional Bank Holidays Funding from general reserves for additional Bank Holiday overtime due to the fluctuation in the number of Bank Holidays per financial year from the base level of 8. 2016/17: Total 08 days - 3 less days @ £160k 2017/18: Total 09 days - 1 Additional Day @ £160k 2018/19: Total 08 days - 1 less day @ £160k | -480,000 | 160,000 | -160,000 | 0 |

| Ref | Details | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|--------------------------------------|--|----------------|----------------|-----------------|-----------------|
| 367 | Overtime Payments for Annual Leave | | | | |
| | Overtime Payments for Annual Leave - pending the final determinations from the Bear Scotland ruling. | 1,000,000 | 0 | 0 | 0 |
| 370 | Unsocial Hours Allowance | | | | |
| | Review of requirement for unsocial hours payments based on the officer workforce profile | -99,635 | -25,000 | -25,000 | -25,000 |
| | Total Police Officer - Pay Allowances | 94,989 | 334,007 | -327,070 | -164,822 |
| Police Staff - Pay Allowances | | | | | |
| 7 | Committed Police Staff Pay Performance Award | | | | |
| | The growth element of the award relating to the committed 5 months from the previous years pay award. | 700,000 | 700,000 | 700,000 | 700,000 |
| 8 | Police Staff Performance Award from September | | | | |
| | The increment equivalent pay uplift used to underwrite the performance related pay element from September annually. | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 265 | Police Staff - Turnover Pay Changes | | | | |
| | Reduction in police staff pay bill based on annual leavers being removed at a higher salary rate that those new starters coming into the organisation. | -350,000 | -350,000 | -350,000 | -350,000 |
| 277 | Implementation of Auto Enrolment to Staff Pension | | | | |
| | All Staff to be automatically enrolled in the local government pension scheme with the option to opt out post enrolment. Assumed that 50% of currently not enrolled will stay in scheme. | 0 | 314,000 | 0 | 0 |
| 346 | Reserve Funding for Additional Bank Holidays | | | | |
| | Funding from general reserves for additional Bank Holiday overtime due to the fluctuation in the number of Bank Holidays per financial year from the base level of 8. 2016/17: Total 08 days - 3 less days @ £30k 2017/18: Total 09 days - 1 Additional Day @ £30k 2018/19: Total 08 days - 1 less day @ £30k | -90,000 | 30,000 | -30,000 | 0 |

| Ref | Details | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|--|---|------------------|------------------|------------------|------------------|
| 372 | Apprentice Scheme Levy Fee Additional funding required to meet the new legislation around apprentice schemes being introduced by the Government, for which TVP is actively engaged. | 0 | 1,000,000 | 0 | 0 |
| Total Police Staff - Pay Allowances | | 1,260,000 | 2,694,000 | 1,320,000 | 1,350,000 |
| Legal & Compliance | | | | | |
| 310 | Changes to Employers NI Contributions The end of the contracted out schemes for employers NI contributions will mean an increase in NI charges | 6,359,237 | 0 | 0 | 0 |
| 365 | Increase in Charges for National ICT Systems Increase in Charges for National ICT Systems | 650,000 | 0 | 0 | 0 |
| Total Legal & Compliance | | 7,009,237 | 0 | 0 | 0 |
| Total Committed Expenditure | | 8,364,226 | 3,028,007 | 992,930 | 1,185,178 |
| <u>Current Service</u> | | | | | |
| Support Services | | | | | |
| 48 | Changes in Debt Charges Anticipated revenue changes associated with changes to borrowing requirements as the capital programme funding is reviewed. | -201,374 | 85,000 | 52,766 | 80,365 |
| 299 | Community Safety Fund - Expenditure Community Safety Fund - Expenditure Reduction in line with Home Office Police Grant reduction | -31,000 | -31,000 | -30,000 | -30,000 |
| 308 | SEPSNSA Contract Financing Income Reduction in the income received via the implementation of the SEPSNSA contract and the financial option taken by Thames Valley Police | 100,000 | 0 | 0 | 0 |

| <i>Ref</i> | <i>Details</i> | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|------------|---|-------------------|---------------|----------------|----------------|
| 369 | Community Road Safety Officers funded via RSSG Funding for Community Road Safety Officers via RSSG income to be undertaken at 0.50 FTE of a PC per LPA for 12 LPA's | -350,000 | 0 | 0 | 0 |
| | Total Support Services | -482,374 | 54,000 | 22,766 | 50,365 |
| | Income | | | | |
| 232 | Changes to Firearms Licensing Income Profile of income to reflect expected requests and income | -102,370 | 40,821 | 86,658 | -92,346 |
| 332 | Interest Receipt Smoothing from General Reserves Due to past fluctuations in interest receipts and the market rates, a prudent smoothing of the interest received budget has been undertaken, this now removes the requirement from general reserves. | -450,000 | 0 | 0 | 0 |
| | Total Income | -552,370 | 40,821 | 86,658 | -92,346 |
| | Legal & Compliance | | | | |
| 343 | Indexing and Cataloguing of PVP Legacy Materials Removal of temporary 12 month funding for back indexing and cataloguing of PVP legacy materials as they move to the new REC. | -281,000 | 0 | 0 | 0 |
| | Total Legal & Compliance | -281,000 | 0 | 0 | 0 |
| | Total Current Service | -1,315,744 | 94,821 | 109,424 | -41,981 |
| | Improved Service | | | | |
| | Support Services | | | | |

| <i>Ref</i> | <i>Details</i> | <i>2016/17</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> |
|------------|---|----------------|----------------|----------------|----------------|
| 329 | Additional Temporary Burglary Resources 2015/16 Removal of additional Temporary Burglary Resources for Slough & Reading - 12 months: 4.00 x Scene Managers BB3G 1.00 x Analyst BB3G | -369,504 | 0 | 0 | 0 |
| 337 | Police Attendance at Child Protection Conferences Removal of temporary growth agreed for 12mths to support this initiative and to allow Force CID time to review their structure to find additional vacancies. Temporary 12 month funding for 4.00 FTE Staff Case Investigators @ BB3G | -123,168 | 0 | 0 | 0 |
| 373 | Funding for Capital Programme Funding for Capital Programme | 700,000 | 300,000 | 0 | 0 |
| 375 | MASH - Oxfordshire Growth Additional growth of 7 FTE posts for the Oxfordshire Multi Agency Safeguarding Hub (MASH) | 186,168 | 0 | 0 | 0 |
| 376 | Police Officer Redeployment Potential redeployment of officers from savings identified through the Productivity Plan and PBB process. | 910,000 | 2,940,000 | 2,030,000 | 0 |
| 377 | ESMCP Direct Revenue Funding Direct Revenue Funding for the potential implementation costs of the new Emergency Services Mobile Communications Programme (ESMCP) | 0 | 1,200,000 | -400,000 | -800,000 |
| 378 | Investment in Priority and Innovation Initiatives New investment in priority services and new innovative delivery methods. | 0 | 1,400,000 | 2,500,000 | 1,100,000 |
| 379 | Revenue Consequences of CMP Revenue Consequences of CMP to support additional licences and ongoing revenue support costs | 306,000 | 0 | 0 | 0 |
| 380 | ICT Technical Infrastructure Growth Growth to cover the requirement to invest in the ICT infrastructure as part of the overall 5 year ICT transformation plan. | 3,260,000 | 140,000 | 110,000 | 80,000 |
| 381 | ICT - Investment for Rationalisation Growth, funded from reserve, to cover a distinct piece of work in rationalising the ICT estate to deliver permanent savings identified within the productivity plan. | 1,400,000 | 400,000 | -200,000 | -1,600,000 |

| <i>Ref</i> | <i>Details</i> | <i>2016/17</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> |
|---|---|------------------|------------------|------------------|-------------------|
| Total | Support Services | 6,269,496 | 6,380,000 | 4,040,000 | -1,220,000 |
| Legal & Compliance | | | | | |
| 340 | Temporary Funding for PVP Posts Removal of 2 temporary Intell based PVP positions, and a further extension of 12 months for the 3rd post. | -64,672 | -30,796 | 0 | 0 |
| 368 | CAIU Resourcing The June HMIC PEEL vulnerability inspection highlighted the excessive child abuse workload and the consequent risks to service provision and staff welfare. These risks have also been highlighted through the force risk register, the Oxon CAIU remit change pilot and through the PBB process. The increasing investigator caseload owing to exponential growth in demand. This has resulted in an unsustainable growth in workload per investigator and consequently supervisors are overseeing prohibitively large numbers of cases. | 849,500 | 262,500 | 0 | 0 |
| Total | Legal & Compliance | 784,828 | 231,704 | 0 | 0 |
| Specific Revenue Funded Projects | | | | | |
| 254 | Data Centre Resilience Review and update of electrical issues to increase resilience at the data centres. | 0 | 520,000 | -520,000 | 0 |
| 256 | HQ (s) Data Centre Air Conditioning Future funding to replace the air conditioning units with the data centre. | 0 | 465,000 | -465,000 | 0 |
| 280 | Banbury Custody Ventilation Plant Re-phasing of the funding for future works on Banbury Custody Ventilation Plant. | -155,000 | 0 | 0 | 0 |
| 282 | Amersham Lighting & Asbestos Re-phasing of the funding for future funding for works to be carried out on Amersham Lighting & Asbestos | -175,000 | 0 | 0 | 0 |

| Ref | Details | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|------------|---|----------------|----------------|----------------|----------------|
| 294 | Return to work initiatives Ongoing annual funding of the Optima medical scheme to facilitate quicker returns to work after injury or serious illness, due to cease in 2017/18 | 0 | -100,000 | 0 | 0 |
| 323 | Loddon Valley Estates Rationalisation Reduction in funding for minor alterations works to make better utilisation of Loddon Valley station. | -350,000 | 0 | 0 | 0 |
| 325 | Langford Locks A/C Replacement To replace the air conditioning units at Langford Locks as they will be unusable in a couple of years time. | 0 | 0 | 0 | 260,000 |
| 352 | Bicester Traffic Base - Fuel Tanks Re-phasing of the funding for the replacement of the current fuel tanks which are nearing the end of their useful lives. | -150,000 | 0 | 0 | 0 |
| 353 | Movement of Force Stores to the REC removal of temporary funding for the relocation of the force stores function to the new REC to release the old stores premises. | -420,000 | 0 | 0 | 0 |
| 354 | KFC - Ground Floor Electrical Works Electrical upgrade to ensure sustainability of the building and new CRED/PEC working | 0 | 225,000 | -225,000 | 0 |
| 355 | Lodden Valley - Custody Ventilation Replacement on a like for like basis of end of life equipment. | 0 | 0 | 0 | 390,000 |
| 356 | Lodden Valley - CCTV & Panic Alarms Replacement on a like for like basis of end of life equipment. | 0 | 230,000 | -230,000 | 0 |
| 357 | Maidenhead - Custody Ventilation Replacement on a like for like basis of end of life equipment. | 0 | 0 | 0 | 170,000 |
| 358 | Maidenhead - CCTV & Panic Alarms Replacement on a like for like basis of end of life equipment. | 0 | 230,000 | -230,000 | 0 |
| 359 | Newbury - Custody Ventilation Replacement on a like for like basis of end of life equipment. | 0 | 0 | 0 | 170,000 |

| <i>Ref</i> | <i>Details</i> | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|---|---|-------------------|------------------|-------------------|------------------|
| 360 | Newbury - CCTV & Panic Alarms Replacement on a like for like basis of end of life equipment. | 0 | 230,000 | -230,000 | 0 |
| 361 | Pangbourne Station - Electrical Rewire Replace end of life electrical equipment and distribution circuits | 0 | 0 | 0 | 170,000 |
| Total Specific Revenue Funded Projects | | -1,250,000 | 1,800,000 | -1,900,000 | 1,160,000 |
| Total Improved Service | | 5,804,324 | 8,411,704 | 2,140,000 | -60,000 |

In Year Appropriations From Reserves

Appropriations from Performance Reserve

| | | | | | |
|--|--|----------------|-------------------|------------------|----------------|
| 185 | Appropriation from Improvement Performance Reserve Appropriation of funding to support specific revenue projects from the Improvement and Performance reserve. | 688,344 | -2,169,204 | 2,100,000 | 365,000 |
| Total Appropriations from Performance Reserve | | 688,344 | -2,169,204 | 2,100,000 | 365,000 |

Appropriations from General Balances

| | | | | | |
|-----|---|---------|----------|---------|---|
| 333 | Smoothing of Interest Receipts from Gen. Reserve Contra entry for growth item Ref:332 | 450,000 | 0 | 0 | 0 |
| 334 | Appropriation to General Reserves Appropriation to General Reserves | -65,893 | 0 | 0 | 0 |
| 347 | Reserve Funding for Additional Bank Holidays Reserve funding for Police and Staff additional Bank Holidays - Ref: 346 & 345 | 570,000 | -190,000 | 190,000 | 0 |

| <i>Ref</i> | <i>Details</i> | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|------------|--|------------|------------|------------|------------|
| | Total Appropriations from General Balances | 954,107 | -190,000 | 190,000 | 0 |
| | Total In Year Appropriations From Reserves | 1,642,451 | -2,359,204 | 2,290,000 | 365,000 |
| | <u>Funding Changes</u> | | | | |
| | Formula Grant | | | | |
| 274 | External Funding Changes Reduction in funding received through the main government police grant. | 810,271 | 1,203,084 | 1,316,047 | 1,433,178 |
| 304 | Formula Grant Allocation Changes Reduction in funding received through the ex-DCLG Grant Allocation. | 423,953 | 629,482 | 688,587 | 749,873 |
| | Total Formula Grant | 1,234,224 | 1,832,566 | 2,004,634 | 2,183,051 |
| | Specific Grants | | | | |
| 303 | Changes to Loan Charges Grant Changes to Loan Charges Grant | 11,539 | 57,027 | 103,005 | 38,520 |
| | Total Specific Grants | 11,539 | 57,027 | 103,005 | 38,520 |
| | Council Tax Requirement | | | | |
| 305 | Council Tax Precept Requirement Council Tax Requirement Changes for Precept Billing | -5,235,938 | -5,408,155 | -5,606,873 | -5,820,865 |
| 307 | Council Tax - Surplus on Collections Council Tax - Surplus on Collections | 549,030 | 200,000 | 0 | 0 |

| <i>Ref</i> | <i>Details</i> | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|------------|-------------------------|------------|------------|------------|------------|
| Total | Council Tax Requirement | -4,686,908 | -5,208,155 | -5,606,873 | -5,820,865 |
| Total | Funding Changes | -3,441,145 | -3,318,562 | -3,499,234 | -3,599,294 |

RAG Status Included: Green

Thames Valley Police - Productivity Strategy Summary Report for Period 2016/17 to 2019/20

| | 2016/17 | | 2017/18 | | 2018/19 | | 2019/20 | | TOTAL | | |
|--|--------------|---------------|--------------|--------------|--------------|------------------|--------------|-------------|--------------|---------------|-------------------|
| | Police Staff | £ | Police Staff | £ | Police Staff | £ | Police Staff | £ | Police Staff | £ | |
| Collaborative Units | | | | | | | | | | | |
| 303 Joint ICT Unit | 0.00 | 110.00 | 0.00 | 0.00 | 0.00 | 1,900,000 | 0.00 | 0.00 | 0.00 | 110.00 | 6,400,000 |
| 382 Review of Contact Management Function | 0.00 | 0.00 | 0.00 | 70.00 | 0.00 | 2,255,000 | 0.00 | 0.00 | 0.00 | 70.00 | 3,245,000 |
| 397 Business Support Review | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 750,000 | 0.00 | 0.00 | 0.00 | 0.00 | 1,000,000 |
| 398 Expansion of Collaboration Opportunities | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 750,000 | 0.00 | 0.00 | 0.00 | 0.00 | 750,000 |
| 464 Review of JOU Establishments | 15.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 15.00 | 0.00 | 525,000 |
| | 15.00 | 110.00 | 0.00 | 70.00 | 0.00 | 4,205,000 | 0.00 | 0.00 | 15.00 | 180.00 | 11,920,000 |

Structure & Process Reviews

| | | | | | | | | | | | |
|---|-------------|--------------|--------------|---------------|-------------|----------------|-------------|-------------|--------------|--------------|------------------|
| 387 Review of CCTV Provision | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100,000 | 0.00 | 0.00 | 0.00 | 0.00 | 300,000 |
| 416 Review of Front Counters | 0.00 | 0.96 | 0.00 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 0.96 | 30,000 |
| 422 Review of Functions and Structures in Force Crime | 0.00 | 5.00 | 0.00 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 5.00 | 331,140 |
| 430 Review of Functions and Structures in CJ | 0.00 | 12.46 | 0.00 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 12.46 | 351,352 |
| 462 People Directorate Review | 0.00 | 3.82 | 0.00 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 3.82 | 158,888 |
| 466 VISOR Workforce Modernisation | 0.00 | 0.00 | 11.00 | -11.00 | 0.00 | 83,000 | 0.00 | 0.00 | 11.00 | -11.00 | 161,000 |
| | 0.00 | 22.24 | 11.00 | -11.00 | 0.00 | 183,000 | 0.00 | 0.00 | 11.00 | 11.24 | 1,332,380 |

Value for Money Reviews

| | | | | | | | | | | | |
|--|------|-------|------|-------|------|---------|------|------|------|-------|---------|
| 336 PCSOs Review | 0.00 | 21.00 | 0.00 | 21.00 | 0.00 | 346,500 | 0.00 | 0.00 | 0.00 | 42.00 | 693,000 |
| 368 Carbon Management Savings | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100,000 | 0.00 | 0.00 | 0.00 | 0.00 | 200,000 |
| 373 Review of Income Budgets | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 0.00 | 600,000 |
| 375 Estates Review through the Asset Management Plan | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 139,385 | 0.00 | 0.00 | 0.00 | 0.00 | 883,723 |

| | 2016/17 | | 2017/18 | | 2018/19 | | 2019/20 | | TOTAL | | |
|---|--------------|--------------|------------------|------------------|--------------|------------------|--------------|------------------|--------------|--------------|-------------------|
| | Police Staff | £ | Police Staff | £ | Police Staff | £ | Police Staff | £ | Police Staff | £ | |
| 394 Review of Roles Not Requiring Police Powers | 27.00 | -27.00 | 0.00 | 200,892 | 0.00 | 0.00 | 0 | 0.00 | 27.00 | -27.00 | 566,392 |
| 413 Review of Transport Costs | 0.00 | 400,000 | 0.00 | 400,000 | 0.00 | 400,000 | 0.00 | 400,000 | 0.00 | 0.00 | 1,600,000 |
| 414 Review of Property & Premises Costs | 0.00 | 1,000,000 | 0.00 | 500,000 | 0.00 | 500,000 | 0.00 | 500,000 | 0.00 | 0.00 | 2,500,000 |
| 415 Review of Future Contract Savings | 0.00 | 1,480,000 | 0.00 | 650,000 | 0.00 | 0 | 0 | 0.00 | 0.00 | 0.00 | 2,130,000 |
| 419 Review of Use of Agency Staff | 0.00 | 350,000 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 0.00 | 350,000 |
| 463 Restructure of MRP within the OPCC | 0.00 | 549,000 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 0.00 | 549,000 |
| | 27.00 | -6.00 | 5,491,371 | 2,336,777 | 0.00 | 1,169,649 | 0.00 | 1,074,318 | 27.00 | 15.00 | 10,072,115 |

Priority Based Budget Review

| | | | | | | | | | | | |
|--|-------|-------|-----------|-----------|------|-----------|---------|------|--------|-------|-----------|
| 432 Intelligence & Specialist Ops | 12.00 | -4.00 | 414,291 | 71,127 | 0.00 | 0.00 | 0 | 0.00 | 12.00 | -4.00 | 485,418 |
| 434 Provision of Learning & Professional Development | 61.00 | 6.40 | 2,625,030 | 76,100 | 0.00 | 0.00 | 0 | 0.00 | 61.00 | 6.40 | 2,701,130 |
| 439 Admin & Front Counters | 0.00 | 19.54 | 516,458 | 0 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 19.54 | 516,458 |
| 440 Alarm Management | 0.00 | 0.00 | 200,000 | 0 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 200,000 |
| 443 Delivery of Corporate Comms | 0.00 | 1.00 | 38,396 | 0 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 1.00 | 38,396 |
| 445 Corporate Support | -1.00 | 10.76 | 200,247 | 122,677 | 0.00 | 0.00 | 0 | 0.00 | -1.00 | 10.76 | 322,924 |
| 446 Criminal Justice | 5.00 | 11.00 | 534,939 | 209,159 | 0.00 | 5.00 | 182,974 | 0.00 | 5.00 | 17.00 | 927,072 |
| 447 Digital Forensics | 0.00 | 2.00 | 44,901 | 13,473 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 2.00 | 58,374 |
| 449 NHP&P | 0.00 | 4.00 | 134,743 | 0 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 4.00 | 134,743 |
| 451 Performance | 0.00 | 0.00 | 32,473 | 0 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 32,473 |
| 452 PSD | 3.00 | -3.00 | 107,240 | 0 | 0.00 | 0.00 | 0 | 0.00 | 3.00 | -3.00 | 107,240 |
| 455 Cherwell & West Oxon LPA | 4.00 | 1.47 | 215,047 | 0 | 0.00 | 0.00 | 0 | 0.00 | 4.00 | 1.47 | 215,047 |
| 459 SOC & Forensics | 0.00 | 3.00 | 192,421 | 114,322 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 6.00 | 306,743 |
| 460 Bracknell & Wokingham Merger | 5.00 | 0.00 | 232,718 | 0 | 0.00 | 0.00 | 0 | 0.00 | 5.00 | 0.00 | 232,718 |
| 461 Business Support | 0.00 | 4.10 | 130,576 | 54,393 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 5.10 | 184,969 |
| 465 Review of Demand Led Operating Model | 70.00 | 30.00 | 852,500 | 3,170,000 | 0.00 | 1,837,500 | 0 | 0.00 | 140.00 | 30.00 | 5,860,000 |

| | 2016/17 | | 2017/18 | | 2018/19 | | 2019/20 | | TOTAL | | | | | |
|--|---------|-----------|------------|-------|-----------|------------|---------|-----------|-----------|-------|--------|--------|------------|------------|
| | Police | Staff | Police | Staff | Police | Staff | Police | Staff | Police | Staff | | | | |
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | | | | |
| | 86.27 | 6,471,980 | 70.00 | 5.00 | 3,831,251 | 0.00 | 5.00 | 2,020,474 | 0.00 | 0.00 | 229.00 | 96.27 | 12,323,705 | |
| Review of Remuneration and Conditions | | | | | | | | | | | | | | |
| 372 Winsor Review - Estimated Savings | 0.00 | 0.00 | 372,323 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 372,323 | |
| | 0.00 | 0.00 | 372,323 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 0.00 | 372,323 | |
| Force Totals | 201.00 | 212.51 | 15,612,054 | 81.00 | 85.00 | 10,556,028 | 0.00 | 5.00 | 7,008,123 | 0.00 | 0.00 | 282.00 | 302.51 | 36,020,523 |

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Risk Analysis - 2016/17 Annual Revenue Budget

| | RISK DESCRIPTION | RISK ASSESSMENT | | | SENSITIVITY |
|---|--|-----------------|--------|-------|--|
| | | Likelihood | Impact | Total | |
| 1 | The Force is unable to deliver, in full, the £15.61m of cash savings removed from the base budget by the year-end. | 2 | 4 | 8 | The residual risk is that we won't deliver the full £15.61m, e.g. a couple of £m shortfall or slippage. Although the Force has an excellent track record of managing expenditure within reduced budgets, this process is obviously becoming more challenging and complex, particularly as demands (e.g. child abuse, threat of terrorism etc.) are increasing. |
| 2 | That specific grant income, when confirmed, is lower than currently assumed in the draft budget | 2 | 4 | 8 | We are still waiting for confirmation of specific grants estimated £10.73m in 2016/17 |
| 3 | That inflation exceeds the levels currently provided for in the draft budget | 2 | 2 | 4 | In total inflation is estimated to add £4.6m to the base budget in 2016/17, which equates to an average increase of 1.2%. A 1% increase in general inflation (up from the 1.5% currently provided for) will add £0.6m |
| 4 | That the Police & Crime Panel vetoes the PCC's proposed 1.99% increase in the council tax precept | 1 | 3 | 3 | Each 1% increase in council tax generates £1.3m. In the event that the Panel vetoes the proposed precept increase the PCC will resubmit a revised budget and council tax proposal for the Panel to consider. |

Risk Analysis - Medium Term Financial Forecast 2017/18 to 2019/20

| | RISK DESCRIPTION | RISK ASSESSMENT | | | SENSITIVITY |
|---|---|-----------------|--------|-------|--|
| | | Likelihood | Impact | Total | |
| 1 | That future Government Grant Allocations are lower than expected, therefore requiring a greater level of revenue savings than currently planned for | 3 | 4 | 12 | The MTFP is based on a net 1% cash increase in police grant and precept income. At this stage we do not know what impact the new police funding formula will have, or what additional grant toplices (or reallocations) will be taken from police grant in 2017/18 and later years. Each 1% reduction in police grant equates to £2.15m. |
| 2 | That the Force is unable to deliver the full £20m of identified budget cuts over the three year period 2017/18 to 2019/20 without having a serious and detrimental impact on service delivery | 2 | 4 | 8 | The Chief Constable has produced a number of mitigating factors which could be implemented should savings prove difficult to achieve, including taking 'amber' efficiency savings or reducing the number of redeployed officers. Although the Force has an excellent track record of managing expenditure within reduced budgets, this process is obviously becoming more challenging and complex, particularly as demands (e.g. child abuse, threat of terrorism etc.) are increasing. |
| 3 | Inadequate money in revenue reserves and balances to fund one-off expenditure items required by the Force | 2 | 4 | 8 | General revenue balances are currently above the agreed 3% guideline level and forecast to remain above this level throughout 2016/17. In addition the PCC has earmarked revenue reserves of around £11.9m (estimated level at 31.3.20) which could be called upon in an emergency |
| 4 | That the taxbase will not grow at the assumed annual rate of 1.75% per annum | 3 | 2 | 6 | Although the average increase in taxbase over the last 3 years is 1.9%, this is far higher than all previous years. Each 1% increase in taxbase generates additional council tax income of around £1.3m |
| 5 | That the surplus on collection funds is less than the £1.75m per annum currently budgeted for | 3 | 2 | 6 | Although the average annual surplus over the last five years is £1.75m, this sum exceeds the annual surplus in all years before 2014/15 when the new local council tax reduction schemes were introduced. |

| | | Likelihood | Impact | Total | |
|---|---|------------|--------|-------|---|
| 6 | That future pay settlements for police officers and police staff are at a higher level than currently assumed in the MTFP | 1 | 4 | 4 | Pay increases are currently assumed at 1% throughout the MTFP in line with the Chancellors public sector pay restraint policy. Each 1% increase in police officer and staff pay adds £3m |
| 7 | That the Government reduces the level of security grant paid to the PCC in future years beyond current estimates. | 2 | 2 | 4 | The budgeted amount for 2016/17 is £5m. Future cuts in grant will be matched by a reduction in the resources provided to this area of business as in 2016/17 |
| 8 | That the Government reduces the threshold at which a council tax referendum is required and/or the Police and Crime Panel does not support a council tax increase of 2% per annum | 1 | 3 | 3 | A 1% increase in council tax is equivalent to additional income, or reduced budget reductions, of around £1.3m. The Government's Spending review is predicated on PCC's increasing their council tax precept by the maximum permissible amount each year. |

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APPENDIX 7

Latest position (7-1-16) on Taxbase and Surplus/Deficit on collection funds

| | Provisional Taxbase | Surplus / Deficit (-) on collection funds £ | Annual Precept £ |
|----------------------|------------------------|---|------------------------|
| Aylesbury Vale | 69,409.48 | 161,000.00 | |
| Bracknell Forest | 43,769.00 | 60,020.00 | |
| Cherwell | 49,493.10 | 166,280.37 | |
| Chiltern | 43,559.86 | 16,773.99 | |
| Milton Keynes | 80,360.69 | 330,000.00 | |
| Oxford City | 43,665.10 | 155,451.00 | |
| Reading | 50,860.00 | 24,204.00 | |
| Slough | 40,002.00 | 128,400.00 | |
| South Bucks | 31,987.70 | -5,842.79 | |
| South Oxfordshire | 54,965.00 | 236,101.00 | |
| Vale of White Horse | 48,176.90 | 260,849.00 | |
| West Berkshire | 62,626.72 | -91,533.76 | |
| West Oxfordshire | 41,512.03 | 82,307.00 | |
| Windsor & Maidenhead | 65,696.62 | 240,000.00 | |
| Wokingham | 66,001.04 | 13,140.00 | |
| Wycombe | 66,372.88 | 217,712.00 | |
| | | | |
| Totals | 858,458.12 | 1,994,861.81 | |

Note: Those cells that have been shaded light blue are confirmed figures; the rest are still provisional estimates and subject to change

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Comparison of Council Tax Precept Levels

| | Average Band D Equivalent Council Tax | | Net Cost per 1,000 Population | | Council tax as a % of net budget | HO grants as a % of net budget |
|------------------------|--|----------------------|--|----------------------|--|--------------------------------------|
| | £ p | | £'000s | | % | % |
| Surrey | 215.89 | Metropolitan Police | 290,504 | Surrey | 51.09% | 48.91% |
| North Yorkshire | 212.77 | Merseyside | 220,685 | Dorset | 44.45% | 55.55% |
| Cumbria | 212.58 | Cleveland | 220,066 | North Yorkshire | 44.12% | 55.88% |
| Metropolitan Police | 208.87 | Cumbria | 200,294 | Gloucestershire | 42.81% | 57.19% |
| Norfolk | 208.80 | Greater Manchester | 196,810 | Lincolnshire | 41.80% | 58.20% |
| Gloucestershire | 207.73 | West Midlands | 186,435 | Wiltshire | 39.88% | 60.12% |
| Cleveland | 206.26 | Humberside | 184,261 | Cambridgeshire | 39.67% | 60.33% |
| Northamptonshire | 200.96 | Northumbria | 181,096 | Norfolk | 39.53% | 60.47% |
| Lincolnshire | 197.64 | Durham | 180,744 | Warwickshire | 38.62% | 61.38% |
| Warwickshire | 188.23 | West Yorkshire | 179,064 | Northamptonshire | 38.01% | 61.99% |
| Dorset | 187.11 | Surrey | 178,061 | Thames Valley | 37.77% | 62.23% |
| West Mercia | 185.90 | Lancashire | 176,606 | West Mercia | 37.45% | 62.55% |
| Bedfordshire | 181.35 | South Yorkshire | 175,809 | Suffolk | 36.62% | 63.38% |
| Cambridgeshire | 181.35 | Gloucestershire | 171,123 | Cumbria | 35.08% | 64.92% |
| Humberside | 180.08 | North Yorkshire | 170,999 | Hertfordshire | 34.98% | 65.02% |
| Leicestershire | 180.00 | Nottinghamshire | 169,944 | Devon & Cornwall | 34.85% | 65.15% |
| Staffordshire | 177.61 | Northamptonshire | 167,947 | Avon & Somerset | 34.69% | 65.31% |
| Nottinghamshire | 176.40 | Norfolk | 167,231 | Hampshire | 34.57% | 65.43% |
| Avon & Somerset | 174.78 | Avon & Somerset | 164,805 | Essex | 34.19% | 65.81% |
| Derbyshire | 173.61 | Devon & Cornwall | 163,866 | Cheshire | 34.01% | 65.99% |
| Suffolk | 170.10 | Warwickshire | 162,871 | Sussex | 33.85% | 66.15% |
| Devon & Cornwall | 169.47 | Leicestershire | 161,521 | Staffordshire | 33.07% | 66.93% |
| Wiltshire | 163.98 | West Mercia | 161,040 | Derbyshire | 32.72% | 67.28% |
| Thames Valley | 163.70 | Staffordshire | 160,005 | Leicestershire | 32.06% | 67.94% |
| Durham | 162.73 | Thames Valley | 159,111 | Kent | 31.78% | 68.22% |
| Merseyside | 159.68 | Hertfordshire | 157,983 | Bedfordshire | 31.62% | 68.38% |
| Lancashire | 159.06 | Bedfordshire | 155,927 | Nottinghamshire | 28.01% | 71.99% |
| Hampshire | 157.33 | Cheshire | 155,835 | Humberside | 26.86% | 73.14% |
| Cheshire | 156.23 | Hampshire | 155,340 | Lancashire | 25.54% | 74.46% |
| Greater Manchester | 152.30 | Derbyshire | 155,147 | Cleveland | 24.78% | 75.22% |
| South Yorkshire | 148.16 | Dorset | 153,815 | Durham | 23.43% | 76.57% |
| Hertfordshire | 147.82 | Kent | 153,760 | Metropolitan Police | 22.77% | 77.23% |
| Essex | 147.15 | Sussex | 151,976 | West Yorkshire | 21.26% | 78.74% |
| Kent | 147.15 | Suffolk | 151,140 | South Yorkshire | 20.90% | 79.10% |
| Sussex | 143.91 | Wiltshire | 148,376 | Greater Manchester | 19.70% | 80.30% |
| West Yorkshire | 140.95 | Essex | 148,047 | Merseyside | 17.82% | 82.18% |
| West Midlands | 106.55 | Cambridgeshire | 146,389 | West Midlands | 13.56% | 86.44% |
| Northumbria | 88.33 | Lincolnshire | 141,218 | Northumbria | 12.66% | 87.34% |
| England Average | 172.17 | | 171,733 | | | |
| WALES | | WALES | | WALES | | |
| North Wales | 235.44 | Gwent | 202,918 | North Wales | 47.68% | 52.32% |
| Gwent | 211.62 | North Wales | 201,482 | Dyfed-Powys | 46.11% | 53.89% |
| Dyfed-Powys | 200.07 | South Wales | 196,075 | Gwent | 38.09% | 61.91% |
| South Wales | 199.86 | Dyfed-Powys | 180,644 | South Wales | 37.06% | 62.94% |

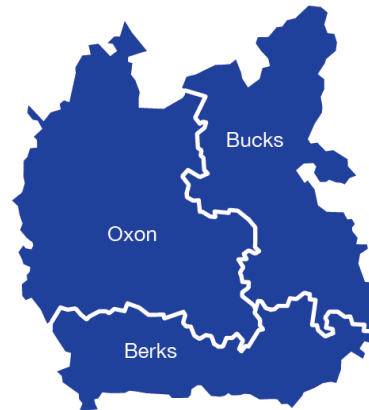
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Report to the Thames Valley Police & Crime Panel

Title: Complaints about Police and Crime Commissioners

Date: 29 January 2016

Author: Clare Gray, Police and Crime Panel
 Scrutiny Officer, Thames Valley
 Police & Crime Panel



Background

1. In December 2015 the Home Office issued a consultation document regarding complaints about Police and Crime Commissioners (PCCs). This consultation focuses on the complaints process for Police and Crime Panels when seeking to resolve non-serious (i.e non-criminal) complaints made against a PCC. Legislative changes would be required to implement some of the proposals.

<https://www.gov.uk/government/consultations/complaints-about-pccs>

2. The Government is committed to building on the success of the PCC model by further strengthening their role and feel that the time is right to amend the system for complaints against the PCC as follows:-

1. Clarifying through non-statutory guidance, what constitutes a complaint ensuring that Police and Crime Panels (PCP's) take forward complaints about a PCC's conduct rather than their policy decisions.
2. Providing Panels with greater investigatory powers to seek evidence pertinent to a complaint.
3. Clarifying, through non-statutory guidance, the parameters of "informal resolution" and setting out that, where agreement cannot be reach, it is open to Panels to make recommendations on the expected level of behaviour of a PCC, and that they have powers to require the PCC to respond.

3. The proposed changes to the complaints system ensure that the fundamental principles of the PCC policy that of accountability to the electorate is not undermined. The proposed changes are as follows:-

- To provide the Panel with further guidance on what constitutes a complaint to ensure that complaints about conduct rather than policy decisions are taken forward. Recommendations on conduct will be based on the Nolan principles.

<https://www.gov.uk/government/publications/the-7-principles-of-public-life>

Agenda Item 10

- To consider measures to make it easier for PCPs to handle vexatious complaints to ensure a consistent policy across complaints systems.
- To allow Panel's to investigate through the appointment of an independent individual to gather evidence relating to the specific complaint, the conduct of the PCC and to present a recommendation report to the Panel. The Government believes that a Monitoring Officer from one of the Local Authorities could perform the role of the Independent Investigator or the Monitoring Officer of the OPCC.
- To consider introducing non-statutory guidance clarifying that informal resolution is not reliant on the agreement of both parties. The Government believe that the ability to make recommendations rather than impose sanctions is an appropriate power for the Panel as the accountability of the PCC lies with the public and not with the Panel.

4. There is a draft response to a questionnaire on which comments would be gratefully received. This is part of the consultation.

5. There is a separate document on the assessment of the likely financial effect of the proposed change (also attached). The view is that offering greater clarity on complaints may therefore reduce in fewer complaints being taken forward by Panels. In addition Government believes that most complaints will not require investigation and where they do this should not be an overly involved process. The Monitoring Officer will be reimbursed for the expenses incurred during any investigation. The consultation seeks further details from Panel on how many cases they would have sought to investigate during the last financial year to gain a better sense of the overall cost to the public purse. However, the decision to investigate a complaint will be at the discretion of the Panel.

6. The consultation closes on 10 March 2016 (the next Panel meeting is on 11 March 2016).

7. Members may also wish to note that there is also a consultation on the proposed changes to the Independent Police Complaints Commission's governance and structure. The Government intends to replace the existing Commission arrangements with:-

- A single head of the organisation who will be a Crown appointment
- A unitary board, with a majority of non-executive directors to provide robust challenge.
- A new regional model which will play a role in regional or local engagement with individual police forces, Police and Crime Commissioners, community groups and families.

<https://www.gov.uk/government/consultations/reforming-the-independent-police-complaints-commission-structure-and-governance>

RECOMMENDATION to the Panel

Member views on the proposed changes to the complaints process are welcomed. A response will be drafted following this meeting, which will include the issues raised by Members. This response will be circulated to Members with the final letter/consultation questionnaire being agreed by the Chairman.

Complaints about Police and Crime Commissioners: Public Consultation (9 Consultation questions)

Choice of answers are Strongly agree - Agree – Neither agree nor disagree – Disagree – Strongly disagree

Complaint definition and guidance

1. To what extent do you agree or disagree that the seven Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership should frame the concept of conduct of a PCC

Strongly agree

2. To what extent do you agree or disagree that the Government should extend measures being developed to make it easier for forces and PCCs to handle vexatious complaints to PCPs: –

Strongly agree

Complaint investigation

3. Question for PCPs only:

How many complaints about a PCC did you receive in the financial year 2014-15?

0 – 10

4. Question for PCPs only:

Of those complaints, how many have you considered where you would have benefited from the ability to investigate the complaint?

None

5. Question for PCPs and PCC Chief Executives only:

How much investigation, in terms of hours worked, would you expect it to take to investigate a complaint?

This is a difficult question to answer as each complaint will vary considerably. As an estimate approximately 20 hours.

6. To what extent do you agree or disagree that PCPs should be given greater investigatory powers to investigate a complaint (either directly or through the appointment of an independent investigator)?

Strongly disagree

- 7 To what extent do you agree or disagree that PCPs should be given the power to investigate complaints themselves, rather than appoint someone to do it:

Strongly disagree

8. Please explain your answer to question 7.

Police and Crime Panels are mainly comprised of local politicians and whilst they are in place to hold the Police and Crime Commissioner to account, the complainant may feel that they are not independent enough to carry out an individual investigation. There is also a concern

about the resources of the Panel to undertake this investigation, which could also result in further administration with complaints to the Local Government Ombudsman if the Panel decide not to investigate individual complaints.

9. What do you think the benefits are of PCPs investigating complaints themselves, rather than appointing someone else to do it?

The current legislation provides for scrutiny of the PCC in relation to complaints. However, any increase in the powers would result in an increase in the workload of the Panel and its officers for which we currently do not receive reimbursement.

10. What do you think the disadvantages are of PCPs investigating complaints themselves, rather than appointing someone to do it?

The disadvantages of the Panel investigating complaints as stated in question 7 is whether it is seen as independent, has sufficient resourcing particularly with a possible increase of complaints against the Panel.

11. To what extent do you agree or disagree that PCPs should be able to appoint an independent investigator?

Strongly agree (see question 6)

12. To what extent do you agree or disagree that the choice of monitoring officer (either from a local authority, or from the Office of the PCC) should fall to the Panel?

Neither agree nor disagree (see question 15)

13. To what extent do you agree or disagree that the monitoring officer for the investigation of a complaint should be appointed from the Local Authority?

Strongly disagree – if investigations were undertaken by a national body there would be a consistent approach to investigations for all Panels.

14. To what extent do you agree or disagree that the monitoring officer for the investigation of a complaint should be the chief executive of the PCCs office?

Strongly disagree

15. Do you feel that the role of independent investigator should be fulfilled by someone other than the PCC's monitoring officer, or a monitoring officer from a local authority within the police force area? If so please indicate who you think should perform this role:

The role of the independent investigator should be fulfilled by a national/regional body (see covering complaints report on consultation on IPCC) who applies a consistent approach to all complaints and this could be another arm of the Independent Police Complaints Commission looking at the conduct of PCCs. This would also be more cost effective.

This could be looked into as part of the current review of the Commission. The review is taking place as the IPCC is expanding, with a major change programme underway, to provide it with increased capacity to investigate all serious and sensitive matters involving the police. The proposed governance changes include replacing the existing commission model with a single head of the organisation, who would be a crown appointment, and establishing a unitary board, with a majority of non-executives to provide reliable external challenge.

Informal resolution guidance

16. To what extent do you agree or disagree that PCPs' existing powers to make recommendations on the expected level of behaviour of a PCC are sufficient?

Agree - current powers are adequate.

17. To what extent do you agree that, when making recommendations as part of the informal resolution of a complaint, PCPs should tie these recommendations to the expected level of conduct based on the seven Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership?

Strongly agree

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Home Office

Complaints about Police and Crime Commissioners

Public Consultation

December 2015

Complaints about Police and Crime Commissioners

Public Consultation

December 2015



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Scope of the consultation

Topic of the Consultation: This consultation seeks views on proposed changes to the complaints about the conduct of Police and Crime Commissioners (PCCs).

Scope of the consultation: This consultation focuses on the complaints process for Police and Crime Panels (PCPs) when seeking to resolve non-serious (i.e. non-criminal) complaints made against a PCC. Legislative changes would be required to implement some of the proposals identified below.

Geographical scope: England and Wales.

Financial assessment: Attached at Annex A.

Basic information

To: This consultation is open to the public.

Duration: This consultation closes on 10 March 2016.

Enquiries: PCCComplaintsConsultation@homeoffice.gsi.gov.uk

How to Respond: Information on how to respond to this consultation can be found on www.gov.uk/home-office

Responses can be submitted online through www.gov.uk or by post by sending responses to:

Police and Crime Commissioner Complaints consultation
Home Office
Police Strategy and Reform Unit
6th Floor Fry Building
2 Marsham Street
London
SW1P 4DF

Additional ways to become involved: Please contact the Home Office (as above) if you require information in any other format, such as Braille, large font or audio.

After the consultation: Responses will be analysed and a 'response to consultation' document will be published.

Responses: Confidentiality & Disclaimer

The information you send us may be passed to colleagues within the Home Office, other Government departments and related agencies for use in connection with this consultation.

Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with applicable access to information frameworks (primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want certain information you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence.

In view of this you should explain to us why you regard any information you have provided as confidential. If we receive a request for disclosure of the information we will take due account of your explanation, but we cannot give an assurance that confidentiality will be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the department.

The department will process your personal data in accordance with the DPA and, in the majority of circumstances; this will mean that your personal data will not be disclosed to third parties.

Introduction

The Government's response to the consultation on Improving Police Integrity¹ identifies the need to expand PCCs role within the Police complaints system. The Government acknowledges that PCCs, as directly elected individuals, are best placed to respond to the needs of their electorate about the changes they should make to the complaints system. The Government intends to bring forward legislation to enable PCCs to take on responsibility for key parts of the complaints system.

In tandem with the reform to police complaints the Government proposes making changes to the system for complaints made against a PCC, creating a more transparent and easily understood complaints system. These changes would relate to non-serious complaints (i.e. non-criminal), serious complaints (those which relate to, or may relate to, criminal matters) will continue to be considered by the Independent Police Complaints Commission (IPCC), with no changes in that area. The proposed changes will require amendments to the Police Reform and Social Responsibility Act 2011 (PRSR Act 2011), and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

Scrutiny of PCCs

Police and Crime Panels (PCPs) perform a scrutiny function for PCCs, providing both support and challenge to PCCs on the exercise of their functions, and acting as a critical friend. As set out in the PRSR Act 2011, and further explained in the Policing Protocol Order 2011, the role of the Panel is to provide checks and balances in relation to the performance of the PCC.²

PCPs are currently responsible for handling non-serious complaints made about a PCC, and resolving these through the process for "informal resolution", as set out in the PRSR Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.³

The Government is committed to reforming the police complaints system, making that process more transparent and easier to navigate. The PCC role is also continuing to develop – within the criminal justice system, PCCs have already taken on responsibility for the commissioning of local victims' services, and across the country are working with local partners to bring drive and focus to the delivery of shared agendas to meet local needs and priorities. The Government is committed to building on the success of the PCC model by further strengthening their role; for example, the government is proposing to enable PCCs to take on the governance of fire and rescue services as part of driving greater collaboration between emergency services.⁴ With PCCs taking on a greater role in the

¹ Improving Police Integrity Consultation - reforming the police complaints and disciplinary systems: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/411970/improving_police_integrity_reforming_the_police_complaints_and_disciplinary_systems.pdf

² The Policing Protocol: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117474/policing-protocol-order.pdf

³ Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, section 28 of Part 4: http://www.legislation.gov.uk/ukxi/2012/62/pdfs/ukxi_20120062_en.pdf

⁴ Consultation on emergency services collaboration: <https://www.gov.uk/government/consultations/enabling-closer-working-between-the-emergency-services>

handling of complaints made against their police force, and with the responsibilities held by a PCC increasing, the time is right to amend the system for complaints made against a PCC. The Government proposes changes in three broad areas:

1. Clarifying, through non-statutory guidance, what constitutes a complaint, ensuring PCPs take forward complaints about a PCC's conduct rather than their policy decisions.
2. Providing PCPs with greater investigatory powers to seek evidence pertinent to a complaint.
3. Clarifying, through non-statutory guidance, the parameters of "informal resolution" and setting out that, where agreement cannot be reached, it is open to PCPs to make recommendations on the expected level of behaviour of a PCC, and that they have powers to require the PCC to respond.

The Government's proposed changes for PCC complaints

The proposed changes to the complaints system ensure the fundamental principle of the PCC policy that of accountability to the electorate is not undermined. The proposals will improve the transparency of the complaints procedure and deliver more satisfactory outcomes for complainants.

Clarity on what constitutes a complaint

The Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 define that a complaint to be handled by the PCP should relate to the conduct of the PCC. There is some scope for interpretation of this whereby the complaint could be made regarding the conduct of a PCC in making a policy decision. This creates difficulties in determining whether a complaint should or should not be taken forward and regularly results in complaints relating to policy decisions being taken forward.

The Government intends to provide PCPs with further guidance on what constitutes a complaint. This will supplement the regulations and set a clear marker for what should and should not be classed as a complaint. This will ensure complaints about conduct rather than policy decisions are taken forward. The Government believes, as the PCC is a directly elected public office holder, the guidance for conduct should be framed around the Nolan principles.⁵ The seven Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership set the ethical standards expected of public office holders and will robustly tie the procedures of informal resolution as mentioned in the regulations to matters of conduct rather than policy.

The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 also refer to a PCP's handling of vexatious complaints. Those working on complaints have indicated that a disproportionate amount of time can be spent in managing vexatious complaints which will in part be minimised in defining what is meant by a complaint. In the Government's response to its 'Improving Police Integrity' consultation, there was a commitment to look into reforms that would make it easier for forces to handle persistent and vexatious complainants. **We propose to consider whether any measures to make it easier for forces and PCCs to handle vexatious complaints should be extended to PCPs, so as to give PCPs greater flexibility to manage these complaints and to ensure a consistent policy across complaints systems.**

⁵ Nolan Principles - The 7 Principles of Public Life:

<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

Powers to Investigate

Through the Police Reform and Social Responsibility (PRSR) Act 2011, PCPs are explicitly prohibited from “investigating” complaints. Due to this PCPs may lack the opportunity to gather evidence and facts pertinent to a complaint and provide a satisfactory outcome for the complainant and PCC. In contrast greater investigatory actions may be limited due to the lack of time and resources available to a PCP. **The Government proposes to amend the PRSR Act 2011 to remove the restriction on the PCPs’ ability to investigate.** This will provide PCPs greater flexibility to establish evidence and provide a satisfactory outcome for both the complainant and PCC.

If PCPs intend to use investigatory powers, **the Government proposes to amend the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 to allow for investigation through the appointment (by the PCP) of an independent individual to gather evidence relating to the specific complaint, and the conduct of the PCC, and present a recommendation report to the PCP.**

The Government believes that the majority of complaints should continue to be resolved without independent investigation, but recognises that in some cases this may restrict the PCP to an undesirable extent. It is important to separate the investigatory aspects of complaint handling from the PCP, to ensure that any political differences between the Panel and the PCC are not used as a basis for complaint investigation. The Government recognises the need to restrict the investigations to the terms of the individual complaint to ensure evidence gathering is proportionate and necessary. The guidance, referred to above, should ensure that only complaints regarding the conduct of a PCC could reach the stage of independent investigation. The regulations would include duties for PCPs to ensure proportionality and necessity of evidence gathering.

The Government believes that a monitoring officer would be best placed to perform the role of the independent investigator to establish evidence for a complaint. Under regulation 7 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, a PCP may delegate any of its functions (other than arrangements set out in Part 4 of those Regulations; informal resolution and those where it is appropriate to apply the requirements of the regulations) to the chief executive of the PCC. Expanding this role would seem the most natural step, and would fit with the Chief Executive’s monitoring officer responsibilities for ensuring the PCC meets legislative requirements. Having said this, the Government recognises that different opinions exist in this area, with some parties indicating that such a responsibility could place the chief executive in an unenviable position as they would, in effect, be investigating their employer. We therefore propose that it would also be open to the PCP to appoint a monitoring officer from one of the local authorities within the police force area to act as an independent investigator. The costs associated with any investigation would be born, either by the Office of the PCC (in the event of the PCC’s chief executive being appointed), or the PCP if they chose to appoint a monitoring officer from a local authority.

Informal Resolution

Through Schedule 7, paragraph 3(2) of the Police Reform and Social Responsibility Act 2011 a PCP is restricted to informal resolution of any non-serious complaint made against a PCC. Paragraph 3(5) of Schedule 7 defines informal resolution as “encouraging, facilitating, or otherwise assisting in, the resolution of the complaint otherwise than by legal proceedings...”

The Government understands that some aspects of the informal resolution procedure, when considering the PRSR Act 2011 alongside the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, have been misinterpreted, and that on some occasions PCPs have felt that the regulations have restricted them from resolving complaints as they would have wished. In particular some PCPs have expressed the belief that their options were restricted if the PCC and the complainant could not agree on a method of informal resolution.

The Government proposes introducing non-statutory guidance clarifying that informal resolution is not reliant on the agreement of both parties, though this should remain the preferred outcome. Where a PCP is unable to reach an informal resolution which is agreeable to both parties it remains open to PCPs to use their powers as set out in sections 28(6) and 29(3) of the PRSR Act 2011, which set out that PCPs have a free standing power to make recommendations and may require a PCC to respond in writing to any recommendations made by them. The guidance will make clear that in relation to complaints any recommendations should be based on the conduct of the PCC and aimed at preventing future complaints from arising, there is an obvious link here to the definition of what constitutes a complaint. Recommendations on conduct should be based on the Nolan principles.

The Government believes that the ability to make recommendations, rather than impose sanctions, is an appropriate power for PCPs as, ultimately, the accountability of the PCC lies with the public, and not with the PCP.

Consultation questions

Complaint definition and guidance

1. To what extent do you agree or disagree that the seven Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership should frame the concept of conduct of a PCC:
 - Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
2. To what extent do you agree or disagree that the Government should extend **measures being developed to make it easier for forces and PCCs to handle vexatious complaints to PCPs**:
 - Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree

Complaint investigation

3. Question for PCPs only:

How many complaints about a PCC did you receive in the financial year 2014-15?

- 0 – 10
- 11 – 20
- 21 – 50
- 50 - 100
- 100 +

4. Question for PCPs only:

Of those complaints, how many have you considered where you would have benefited from the ability to investigate the complaint?

5. Question for PCPs and PCC Chief Executives only:

How much investigation, in terms of hours worked, would you expect it to take to investigate a complaint?

6. To what extent do you agree or disagree that PCPs should be given greater investigatory powers to investigate a complaint (either directly or through the appointment of an independent investigator)?
 - Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
7. To what extent do you agree or disagree that PCPs should be given the power to investigate complaints themselves, rather than appoint someone to do it:
 - Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
8. Please explain your answer to question 7.
9. What do you think the benefits are of PCPs investigating complaints themselves, rather than appointing someone else to do it?
10. What do you think the disadvantages are of PCPs investigating complaints themselves, rather than appointing someone to do it?
11. To what extent do you agree or disagree that PCPs should be able to appoint an independent investigator?
 - Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
12. To what extent do you agree or disagree that the choice of monitoring officer (either from a local authority, or from the Office of the PCC) should fall to the Panel?
 - Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
13. To what extent do you agree or disagree that the monitoring officer for the investigation of a complaint should be appointed from the Local Authority?
 - Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree

14. To what extent do you agree or disagree that the monitoring officer for the investigation of a complaint should be the chief executive of the PCCs office?
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
15. Do you feel that the role of independent investigator should be fulfilled by someone other than the PCC's monitoring officer, or a monitoring officer from a local authority within the police force area? If so please indicate who you think should perform this role:

Informal resolution guidance

16. To what extent do you agree or disagree that PCPs' existing powers to make recommendations on the expected level of behaviour of a PCC are sufficient?
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
17. To what extent do you agree that, when making recommendations as part of the informal resolution of a complaint, PCPs should tie these recommendations to the expected level of conduct based on the seven Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership?
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree

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Police and Crime Commissioner Complaints: **Assessment of the likely financial effect of proposed change**

Section 1.01 Proposals

As set out in the public consultation, which this assessment accompanies, the Government is considering issuing further guidance, and making some minor legislative changes, relating to the process for handling complaints made about a Police and Crime Commissioner (PCC).

There are three elements to the Government's proposed changes:

1. Clarifying, through non-statutory guidance, what constitutes a complaint, ensuring PCPs take forward complaints about a PCC's conduct rather than their policy decisions.
2. Providing PCPs with greater investigatory powers to seek evidence pertinent to a complaint (this will require legislative change).
3. Clarifying, through non-statutory guidance, the parameters of "informal resolution" and setting out that, where agreement cannot be reached, it is open to PCPs to make recommendations on the expected level of behaviour of a PCC, and that they have powers to require the PCC to respond.

Section 1.02 Likely impact

The Government does not believe that any of the above proposals, when taken individually or as a package, reach the threshold for requiring a full IA as there will not be any impact on businesses or third sector organisations and, whilst there may be some impact on local authorities the possible additional expenditure will fall considerably short of the £5million threshold.

1) Guidance on what constitutes a complaint:

Through revising guidance on what does and does not constitute a complaint the Government will make clear that issues relating to policy decisions of a PCC should not be viewed as complaints. This is the position described in current legislation, but we are aware that some Panels have taken forward policy issues as complaints. Offering greater clarity on this area may, therefore, result in fewer complaints being taken forward by PCPs, as such this guidance may result in savings for Panels. It is not the role of Government to monitor the complaints made against PCCs, and as such we are not aware of the number, or the nature, of non-serious complaints made against PCCs. It is therefore impossible to quantify this possible saving

2) Powers to investigate complaints:

The consultation recognises that in some instances it would be helpful for PCPs to have powers to investigate complaints. The Government remains clear that where a complaint can be resolved without investigation this should remain the default option, so in the majority of complaints no additional expense should be incurred.

The consultation sets out the Government view that investigation should not be taken forward by the PCP itself, but instead PCPs should be vested with powers to appoint an independent monitoring officer to conduct any investigation and make a report to the PCP. The Government sets out two options for this, either appointing the monitoring officer from the Office of the PCC (OPCC), and in so doing expanding the role they can already hold in relation to complaints, or appointing a monitoring officer from a local authority within the police force area. The consultation sets out the Government's view that the final decision on who to appoint should be for individual PCPs to make, but seeks views on this matter.

The Police Reform and Social Responsibility Act 2011 make provision for the Home Secretary to appoint members of Police and Crime Panels in Wales directly. If panels in Wales decide to use powers to investigate a complaint, the Home Secretary is likely to be responsible for appointing the independent investigator.

Government does not envisage investigations into these low-level complaints as being particularly burdensome, as the parameters of the investigation will be tightly drawn around the conduct of the PCC relating to the specific complaint, these will not be wide-ranging investigations into general PCC behaviour. Investigations will be at the discretion of the PCP.

Where responsibility falls to the OPCC monitoring officer this work should be absorbed into part of their normal day-to-day responsibilities – as set out above, the Government believes that most complaints will not require investigation, and where they do this should not be an overly involved process. Where a PCP delegate's investigatory responsibility to a local authority monitoring officer it is likely that the PCP will be obliged to reimburse the monitoring officer for the expenses incurred during any investigation. As set out above we do not envisage these investigations being lengthy, but the cost of individual investigations is hard to quantify at this time. In addition to question 5 of the consultation (which seeks to gather data on the likely cost of investigations) officials will engage with partners during the public consultation to gain a better sense of how much individual investigation are likely to cost. Further the Government consultation seeks further details from PCPs on how many cases they would have sought to investigate during the last financial year, this will allow Government to gain a better sense of the overall cost to the public purse of this policy,

however, as noted above, the decision to investigate a complaint will be at the discretion of the PCP.

3) Clarification on informal resolution

Through revising guidance on what action a PCP is able to take in relation to informal resolution we will make clear that it is open to PCPs to make recommendations on the expected level of behaviour of a PCC, and that they have powers to require the PCC to respond. This is the position described in current legislation, but we are aware that some Panels have regarded this course of action as prohibited. Offering greater clarity on this area will not incur any additional costs.

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**OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR THAMES VALLEY**

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|--|
| <p>REPORT TO THE THAMES VALLEY POLICE AND CRIME PANEL</p> <p>POLICE AND CRIME PLAN REVIEW 2015</p> |
| <p>Executive Summary</p> <p>The purpose of this report is to advise the Police and Crime Panel on the outcome of work undertaken within the Office of the Police and Crime Commissioner (OPCC) to scan and map current priority areas of key Local Authority Partnerships.</p> <p>The purpose of the mapping and review exercise was to enable the PCC to take an informed decision as to whether the current Police and Crime Plan remains fit for purpose or needs to be refreshed prior to the 2016-17 financial year.</p> <p>The decisions of the PCC, based on the conclusions of the exercise, were:</p> <ul style="list-style-type: none"> • not to undertake a further refresh of the Plan at this time; • to improve upon and repeat the review exercise on an annual basis as part of the PCC's statutory responsibility to 'have regard to' the priorities of Community Safety Partnerships' and to ensure that the Police and Crime Plan continues to reflect the policing needs of local people. |

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|---|
| Recommendation to the Police and Crime Panel |
| For information only. |

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|--------------------------------------|-------------|
| Police and Crime Commissioner | |
| Signature | Date |

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Police and Crime Plan Review 2015

Briefing Note



Report Prepared on
1/11/2016

Plan Review 2015 – Briefing Note

1.0 Background

Police and Crime Plans are a statutory requirement for all police force areas introduced as part of the Police Reform and Social Responsibility Act 2011. The plan is an important mechanism for communicating Police and Crime Commissioner's (PCC) intentions to the public, partner agencies, the Police and Crime Panel and others. PCCs have a duty to keep the plan under review and may vary an existing plan or issue a new one at any time during their period in office. The decision to vary a plan may be triggered, for instance, by significant national changes (eg to the Strategic Policing Requirement), or as a result of changes in local risks and threats as evidenced by the stated priorities of key local partner agencies.

Following publication in 2013 of his original Police and Crime Plan 2013-2017, the PCC for Thames Valley last reviewed and refreshed his Plan in 2014. To meet the obligation to keep the Police and Crime Plan under review, the PCC committed to undertake an annual review of local and national priorities, and to do so in alignment with budgetary cycles and the strategic assessment and planning cycles of Thames Valley Police (TVP) and Community Safety Partnerships (CSPs) (see Appendix A for a summary of the Police and Crime Plan Decision Timeline).

This briefing note summarises the results of the first 'test run' of this exercise which was undertaken by the Office of the Police and Crime Commissioner (OPCC) for Thames Valley during November and December 2015 for the purpose of identifying the up-to-date range of priority areas of local partnerships whose business areas involve crime, crime reduction or victimisation. The overall aim of the exercise was to inform the PCC on any significant changes in local priorities, particularly whether new priorities had emerged, which might warrant a refresh of the current Police and Crime Plan.

A limited number of local authority partnerships were the focus of this exercise, including :-

1. Community Safety Partnerships
2. Local Children's Safeguarding Boards
3. Local Adult Safeguarding Boards
4. Health and Wellbeing Boards
5. Thames Valley Police

The latest priorities of each partnership/agency were identified through a desk-top exercise involving a review of publications including:-

- a) Strategic Assessments
- b) Partnership Plans
- c) Annual Reports

d) Business Plans

A total of 26 reports were reviewed for the purpose of this 2015 pilot exercise (however, see 'Further Procedural Decisions', items 1 and 2, below).

2.0 Outcome of Scanning Exercise

The scanning exercise undertaken highlights that partners identified different sorts of priorities, some involving identified **types of criminality** (such as child sexual exploitation), some highlighting **key groups of concern** (such as young offenders, or vulnerable people), and others describing **mechanisms or internal processes** for addressing the priority areas (eg raising public awareness or establishing quality standards). Notably, and understandably given their relatively new statutory footing and mandate, many of the stated priorities of Local Adult Safeguarding Boards (LASBs), for instance, were focussed on developing processes and ways of working rather than specific business areas. For the purpose of this exercise, which was designed to highlight any significant gaps or omissions in the existing Police and Crime Plan, the focus of this report is on specific business areas or themes rather than mechanisms and processes (however, see 'Further Procedural Decisions', item 3, below).

The summary of priorities provided below does not attempt to weight priorities based on relative importance to partners (however, see 'Further Procedural Decisions', item 3, below) but it does differentiate the more common, or universal, concerns from issues with a more localised focus.

Universal Priorities recognised by most areas/partnerships in Thames Valley:-

- Vulnerable people¹
- Drug-/alcohol misuse²
- Sexual offences (including CSE)
- Domestic Abuse
- Anti-Social Behaviour

Major issues in parts of Thames Valley or for some partnerships:-

- Re-offending or young offenders
- Violent crime
- Terrorism/radicalisation³

¹ 'Vulnerable people' was cited frequently as a priority area, sometimes using this general term and, at other times, drilling down to more specific groups of concern eg. elderly people.

² Abuse of drugs and alcohol is primarily an underlying driver for other crime, but it is included here due to the high frequency with which this was cited as a priority for local partnerships.

- Cybercrime

Particular local challenges which are high impact in certain communities:-

- Human trafficking/slavery
- Burglary
- Night-time economy
- Rural crime
- Prostitution
- Metal theft

3.0 Decisions of the PCC

On the basis of this review, the conclusion is that the priority areas identified across Thames Valley by partnerships with cross-cutting business areas linked to those of the PCC are captured within the existing Police and Crime Plan. Therefore, **the recommendation not to refresh the Police and Crime Plan prior to the end of March 2016 was accepted by the PCC on 17th December 2015.**

Also supporting this recommendation is the statutory duty on PCCs to issue a new Police and Crime Plan as soon as practicable after taking office, and before the end of the financial year in which the Commissioner is elected. As the next scheduled election for PCCs is in May 2016, the newly elected PCC will be required, in any case, to develop and issue a new Police and Crime Plan after the election by no later than 31st March 2017.

Further Procedural Decisions

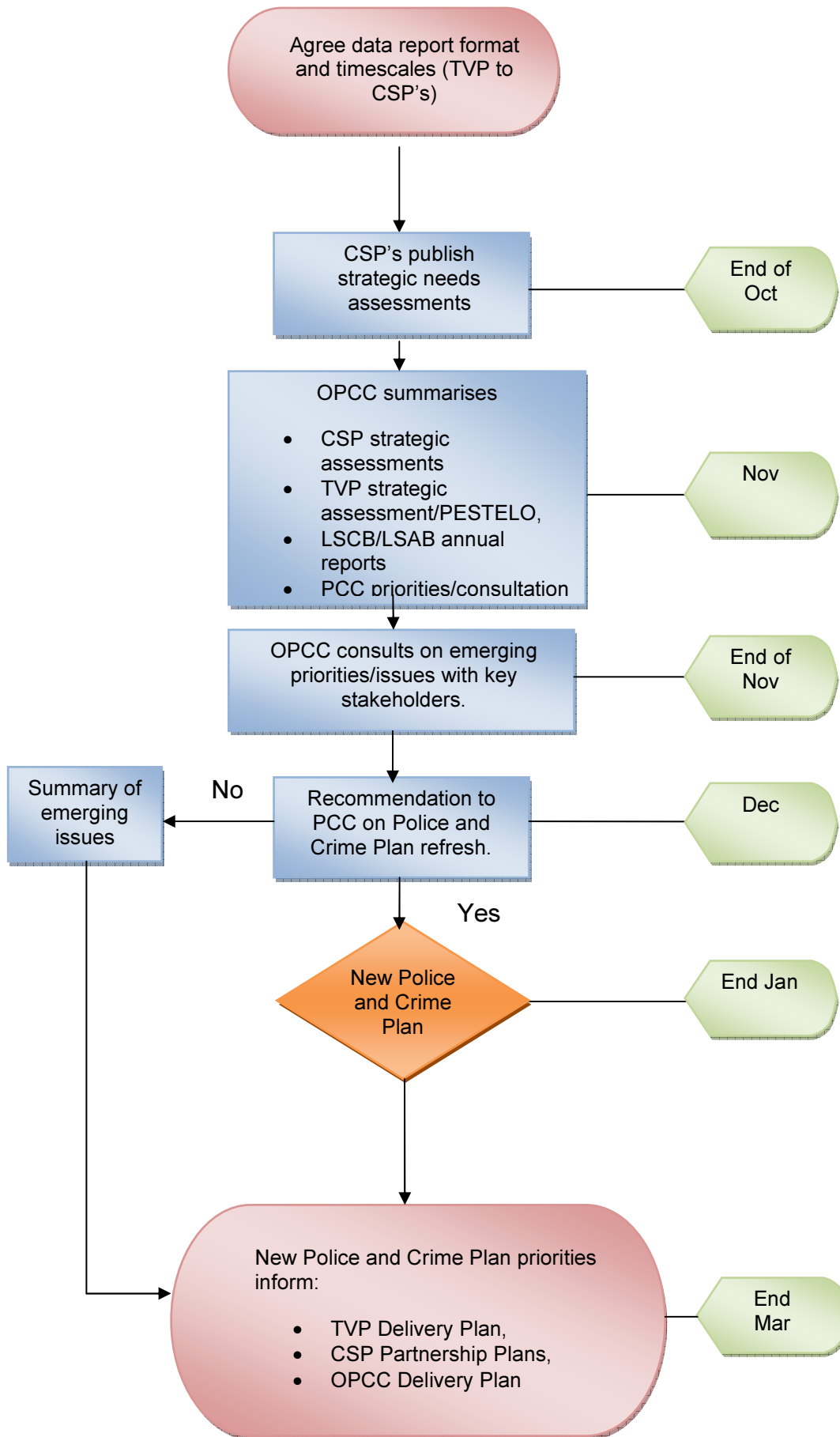
As this current exercise was the first pilot of the PCC's Police and Crime Plan Decision Timeline (shown in Appendix 1), the following further recommendations seeking to improve the methodology adopted in future iterations of the process were agreed by the PCC:-

1. The scanning exercise should be widened to include the priorities of other partnerships such as Youth Offending Boards, and other criminal justice and emergency services, including but not limited to, the Crown Prosecution Service (CPS), Community Rehabilitation Company (CRC), Prisons, Ambulance, Fire Services etc.
2. The review methodology should be expanded to include a partner survey to supplement the desk-top approach taken here.

³ It is worthy of note that the assessments and annual report reviewed here were produced prior to the Paris terrorist attacks on 13th November 2015, In the light of those attacks, it is possible terrorism may become a more prominent and consistent priority among agencies than this assessment implies.

3. The priorities mapping exercise should separately identify and summarise priorities as 'crimes', 'target groups', 'mechanisms', or 'internal processes'.
4. Future methodology should also take into account relative weightings of the priorities (eg. based on threat, harm and risk).
5. Future methodology should also scan and incorporate wider issues of national significance

APPENDIX A: Police and Crime Plan Refresh - Decision Timeline



Report to the Thames Valley Police & Crime Panel

Title: General Issues

Date: 29 January 2016

Author: Clare Gray, Scrutiny Officer,
Thames Valley Police & Crime
Panel



Frontline Consulting

Frontline Consulting offers advice, consultancy, learning and development activity, and mentoring for local authorities and the wider public sector, particularly elected members, in changing times. Frontline Consulting has worked with more than half the Police and Crime Panels in England and Wales as they have been developing their role of challenge and support to their Police and Crime Commissioner. They hold national conferences for PCPs, and support three regional PCP Networks. They also deliver induction and development seminars.

Attached as an Appendix is the report of Frontline Consulting on the National Police and Crime Panel Conference.

<http://www.frontlineconsulting.co.uk/>

Members may also wish to join the social network for Panels at the following link:-

www.pcps-direct.net.

Recommendation

Members are asked to agree that the Panel pays a fee of £500 per year to join the regional PCP network run by Frontline Consulting Services.

Policy Planning and Performance Meeting

This was held on 18 January 2016 and a large part of the meeting related to the budget, and revenue and capital monitoring. Also included in the agenda were:-

HMIC Reports – These reports did not focus on Thames Valley specifically but a TVP response to the national reports is included in the agenda (link below)

<https://www.justiceinspectorates.gov.uk/hmic/publications/working-in-step-a-joint-inspection-of-local-criminal-justice-partnerships/>

<https://www.justiceinspectorates.gov.uk/hmic/publications/targeting-the-risk/> (firearms licensing)

Linked article on increase in gun crime in Birmingham

<http://www.bbc.co.uk/news/uk-england-birmingham-35242140>

Another HMIC Report which has been published (dated December 2015) on honour based violence, forced marriage and female genital mutilation but was not discussed as part of this agenda is attached for information:-

<https://www.justiceinspectorates.gov.uk/hmic/news/news-feed/every-police-force-must-improve-its-understanding-of-hbv/>

Decisions under the Scheme of Governance

<http://www.thamesvalley-pcc.gov.uk/Transparency/PCC-Decision-Making.aspx>

Agenda Item 12

A copy of the agenda can be found by clicking on the link below

<http://www.thamesvalley-pcc.gov.uk/Transparency/Agendas-and-Minutes.aspx>

Police Funding

Article (19 Jan) entitled Police set for era of fundamental change

<http://www.bbc.co.uk/news/uk-35341460>

Funding formula

<http://www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/inquiries/parliament-2015/police-funding/>

Article following funding settlement in December

<http://www.telegraph.co.uk/news/politics/georgeosborne/12057290/George-Osborne-accused-of-shameful-U-turn-after-police-grants-slashed.html>

Herts PCC asked for lower budget

<http://www.bbc.co.uk/news/uk-england-beds-bucks-herts-35206617>

Use of volunteers to help fight cyber-crime

<http://www.telegraph.co.uk/news/uknews/crime/12108994/Volunteers-to-be-handed-police-style-powers-in-war-on-cyber-crime.html>

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/492209/20160120_Powers_Consultation_Response_Final_.pdf

Police counters

Thames Valley Press Release

<http://www.thamesvalley.police.uk/newsevents/newsevents-pressreleases/newsevents-pressreleases-item.htm?id=326266>

BBC News

<http://www.bbc.co.uk/news/uk-england-35154541>

Oxford Mail

http://www.oxfordmail.co.uk/news/14158999.UPDATED_Police_counter_closures_across_Oxfordshire_announced/

Police targets review

The Home Secretary has published a review of the use of local targets in policing, aiming to understand the extent to which targets and their associated behaviours persist. As part of the review feedback was gathered from all 43 forces. The review also included a focus group with Police and Crime Commissioners, a review of police and crime plans and an online survey which received more than 6,000 responses. The review found that whilst most forces have generally moved away from the use of hard numeric targets, target setting appears to be not uncommon at sub-force level by those in supervisory roles. The review makes recommendations which include chief constables should improve their performance measurement, monitoring and reporting processes and Police and Crime Commissioners (PCCs) should develop a more sophisticated dialogue with the public on what they consider 'success' to look like.

The review can be accessed at <https://www.gov.uk/government/news/police-targets-review-published>

Fire Service Collaboration

Home Office takes control of fire and rescue services

<http://www.bbc.co.uk/news/uk-35239020>

Comments against fire service collaboration

<http://www.theguardian.com/public-leaders-network/2015/nov/02/plans-merge-fire-police-services-scrutiny>

Campaigns

<https://www.police.uk/news/home-office-launches-campaign-raise-awareness-101-police-number/>

<https://www.police.uk/news/be-cyber-streetwise-and-think-random-create-strong-passwords/>

https://www.thamesvalleyalert.co.uk/da/130715/Cyber_Crime_Survey_-_please_help_.html

New Offence for Domestic Violence

<https://www.police.uk/news/new-measure-better-protect-victims-domestic-abuse/>



Grant Thornton

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Frontline Consulting Associates'

Report on the Fourth National Conference for Police and Crime Panels

Police and crime panels: facing the future



Friday 3 July 2015

County Hall, Loughborough Road, West Bridgford, Nottingham NG2 7QP
(with thanks for the support of Nottinghamshire PCP and Nottinghamshire County Council)

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Compiled by Tim Young, Lead on Policing and Crime for Frontline Consulting

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Foreword

Frontline Consulting Associates held its fourth annual conference for chairs, members and officers of police and crime panels on Friday 3 July 2015.

Grant Thornton UK LLP sponsored the conference and the Nottinghamshire Police and Crime Panel and Nottinghamshire County Council hosted it at County Hall, Nottingham. Representatives from 24 Police and Crime Panels (PCPs) from across England and Wales discussed key challenges, shared experiences and considered the lessons from their work over the past three years.

The re-election of the Conservative Party in May removed any uncertainty over the future of police and crime panels (PCPs). The theme of this conference, ‘Facing the future’, reflected the new government’s manifesto commitment that police and crime commissioners (PCCs) and their PCPs would continue to be a key feature of policing accountability – but that they would be working with continuing budget pressures and austerity.

It was recognised that risk profiles will also change as forces implement ambitious transformation change programmes in response to the financial challenges.

Three presentations provided an overview of the challenges that PCCs and PCPs face. These were by Zoë Billingham, HM Inspector of Constabulary; Paul Grady, Head of Police and Iain Murray, Deputy Head of Police at Grant Thornton; and Tim Young, Lead on Policing and Crime at Frontline Consulting Associates.

Conference introduction

Chair of Nottinghamshire PCP and conference chair Christine Goldstraw opened by noting that although the election of the Conservative government had removed the question mark over the future of PCPs, panels, PCCs, police forces and all those involved in crime and community safety work still face other uncertainties and challenges. Those challenges include increased terrorism, people trafficking and the need to collaborate more regionally while responding to increasing local demands. The key challenge will be how the police service adapts over the next five years, given the prospect of continued austerity across almost all parts of the public sector.

Before the presentations, the chair invited delegates to discuss in small groups how police and crime panels might address the new challenges in policing and crime prevention and help improve delivery of the police service in their areas.

In their feedback, delegates highlighted the political context leading up to the PCC elections in May. Two important tasks that delegates suggested for panels were:

- managing engagement through the electoral period, with the PCC continuing to fulfil their responsibilities and the PCP remaining independent
- keeping the electoral process away from the panel’s proper scrutiny of the PCC.

Some delegates also wished to encourage a better turnout for the election of PCCs next May. They envisaged contributing to this by challenging their PCC on its record over the last four years, as a final holding to account.

The financial context to policing and crime prevention loomed large. Delegates raised various points about how panels might address this challenge:

- increasing their understanding of the funding issues

- ensuring budget cuts do not affect local policing: rather than cutting frontline officers, seeking to save money through asset disposals and collaboration
- increasing collaboration and encouraging strategic alliances between police forces – for example, West Mercia and Warwickshire share offices and have one joint audit committee; and other forces are pursuing strategic alliances and collaborations of varying scales
- supporting increased collaboration with the ambulance and fire services.

Beyond the immediacy of budget pressures, delegates also identified a need to agree with the PCC on the challenges facing the PCC's force area. Delegates expect major issues to include child sexual exploitation (CSE), domestic abuse and cyber crime.

For panels to make a difference, there was support for taking a more proactive approach to scrutiny which focuses on where they can best make an impact. Delegates acknowledged that panels

have been on a learning curve for the first few years, but can draw on those experiences to make more progress, while being aware of the need to balance support and challenge of PCCs.

Work that delegates mentioned included:

- understanding how the PCC commissions services
- monitoring the performance of a PCC's work on victims and witnesses
- using a task and finish group to look at how complaints are dealt with
- understanding changes in crime recording methods, as a basis for scrutiny
- increasing transparency
- understanding the work of the PCC and the force's joint audit committees
- increasing partnership working and interaction with the PCC: if partners are not engaged, action may not happen
- increasing engagement with the public by PCCs, through more public meetings and increased publicity about the PCC and the panels.

Platform presentations

The HMIC perspective

Zoë Billingham, HM Inspector of Constabulary

Zoë presented a perspective from Her Majesty's Inspectorate of Constabulary (HMIC) on the challenges ahead for the police service. She used an interactive approach by posing questions to the audience.

Zoe started with some key facts:

- Funding to individual forces reduced by 12% to 23% per force between 2010/11 and 2015/16
- There are 35,000 fewer officers and staff across the sector
- Reported crime is down
- Demand is growing in other ways

As a result, forces need to change the way they respond to new threats, manage demand and public expectations, and get the basics right.

In the climate of continuing budget pressures, they need to confront three questions. What is the mission of policing? What needs to change? And what must we preserve?

The answers to the first question, by common acclaim, were three essential duties: to protect the public; to keep people safe, especially the most vulnerable; and to prevent crime.

But given the continuing financial reductions, forces need to make changes to be able to deliver such a service, said delegates. These include managing demand and expectations; improving the IT capabilities of policing; integrating with and sharing other capabilities; addressing funding arrangements.

While delegates accepted change as necessary, they agreed that they need to retain some key features of the policing service, such as:

- an accessible, frontline, preventative presence
- the highest quality investigations and safeguarding of the public
- best practice in joint- and cross-force working
- access to the full range of specialist capabilities
- shared responsibilities as services of last resort.

Zoë then focused on the new and increasing threats for policing such as cyber and digital crime, CSE, trafficking, honour-based crime, female genital mutilation (FGM), serious sexual offences, and counter terrorism.

She suggested that both strategic and tactical responses to these threats are necessary. Strategically, these include local, cross-force and national responses, involving swift, concerted action and clear leadership. Responses will also need to extend beyond organisational boundaries.

She summarised tactics in terms of the need to understand then minimise demand and threat, harm and risk; and to understand then maximise proactivity and joint responses.

Zoë referred delegates to a recent publication by HMIC ‘Reshaping policing for the public: a discussion paper from the advisory group on the national debate on policing in austerity’ (available at goo.gl/Hiysgc). This goes into more detail about ideas that could shape policing in the future.

Finally, although Zoë noted that HMIC’s responsibility is to inspect the police service, the recommendations from its extensive range of publications give PCPs a good flavour of where the risks are in forces and what is being done about them. Reports and their findings, as well as subsequent responses from the PCC and chief constable, are available on the HMIC website (www.justiceinspectorates.gov.uk/hmic) and are publicly available. The website also holds other useful data, by force and by “most similar groups” (MSGs) of police force areas.

HMIC’s police effectiveness, efficiency and legitimacy (PEEL) assessments are of value too. See www.justiceinspectorates.gov.uk/hmic/our-work/peel-assessments.

‘Police: the road to 2020’

Paul Grady, Head of Police and Iain Murray, Deputy Head of Police at Grant Thornton

Paul and Iain explored the challenges faced by the police service over the next five years, and the risks involved as forces implement ambitious change programmes in response.

The context is the unprecedented financial challenge that PCCs and forces face, over a relatively short period. Meeting this challenge has required forces to implement significant savings programmes while continuing to deliver the service within severely constrained resources. Forces are also engaging in significant transformation programmes and collaboration – within the sector and with other sectors – while exploring innovative ways to tackle demand management and crime prevention.

As a result, the police sector may end up looking very different. Change is happening at different speeds. Different forces face different scales of challenge and varying timelines. Paul and Iain therefore concluded that there will be no ‘one size fits all’ solution.

The financial challenge for forces was underlined recently by the National Audit Office report ‘Financial sustainability of police forces in England and Wales’, which indicates the significant increase in financial risk and its impact on service provision.

Crucially, the Home Office’s current funding approach does not consider the circumstances of individual forces. It has applied the same percentage funding reduction to all forces, without full consideration of the split between local and central government funding, or of forces’ local circumstances, income, reserves or wider financial pressures. As a result, some forces are more adversely affected than others and closer to a tipping point. The Home Office has subsequently consulted on changes to this funding formula in the autumn of 2015.

Currently, forces estimate they will need to use an average of 15% of their reserves to offset the savings required for 2015/16. Some forces are looking to use reserves to balance budgets up to 2020. Yet forces also need some of the £2 billion that they have in reserves to invest in the changes necessary to meet these challenges.

On the basis of this and additional evidence provided in the presentation, Paul and Iain concluded that the police sector faces a massive increase in risk. This in turn requires a robust set of governance and accountability mechanisms.

Addressing their recommendations directly to the audience of chairs, members and officers supporting PCPs, they suggested:

- a forward plan setting out the policy areas where a panel can most effectively support and challenge the PCC to improve overall outcomes
- a focus on strategic issues, by engaging with public and partner organisations
- a review of training needs and resource requirements
- the development of methods to communicate with the public, including webcasting and social media, to demonstrate the impact of the panel's work.

Innovative responses

Tim Young, Lead on Policing and Crime at Frontline Consulting Associates

Tim gave a national overview of PCP innovation and proactive responses to challenges. The afternoon workshops explored several of these in more detail.

One of the challenges that PCPs have faced since their inception is how to hold

PCCs to account for their performance in delivering police and crime plans.

The Home Office seems to have focused on simply reviewing the PCC's annual report. In practice, PCCs have had to supplement this with a year-round approach to monitoring.

A number of panels have encountered a lack of detail in the police and crime plans and a lack of information about their PCC's delivery actions. Gloucestershire PCP took a very early approach to examining delivery plans for each of the overall police and crime plan objectives. It brought in the delivery leads to answer questions, some of whom were outside the police and the office of the police and crime commissioner (OPCC).

Derbyshire's solution to this problem has been a jointly agreed framework with the OPCC, based on the PCC's business plan, which emphasises the contribution that members can make towards improving the PCC's performance and overall delivery. A key aspect of this approach is its focus on outcomes for residents and community groups.

Tim then focused on how panels had addressed shortcomings in their relationship with commissioners. This had been highlighted at the previous year's conference, and seemed often to stem from mutual misunderstanding of the PCP's role.

Over that year, local government's ability to make those relationships work has improved by building bridges patiently.

Panels have also focused on trying to improve partnership working by the PCC, because PCCs have not always appreciated fully the benefits of such activity. PCPs have suggested and fostered links with other agencies outside the police. This work has been particularly important where PCCs have not had the same understanding of the benefits of partnership working as their PCPs. The Leicestershire, Leicester and Rutland experience, where the PCC instigated a judicial review that failed, illustrates this.

Panels have also become more innovative and effective in the way that they have sourced and used data to identify challenges and areas for improvement.

Warwickshire PCP, for example, used its contacts with third sector and community organisations to evaluate the needs and expectations of victims against existing provision in Warwickshire.

For its budget scrutiny work, Essex PCP used OPCC and HMIC data to ask challenging questions about the PCC's budget and precept proposals. Cheshire PCP held a stakeholder event on domestic abuse. This involved councils, police, community safety partnerships, health and wellbeing boards, voluntary sector and provider organisations, to gather evidence and provide tangible recommendations to the PCC and to other agencies.

Tim referred to the recent report of the Committee on Standards in Public Life, which drew attention to the "... scope for police and crime panels to develop a more strategic focus with better forward planning." One example of an innovative approach has been Hampshire PCP's shift to all-day meetings. In these, the morning focuses on PCP statutory functions, while the afternoon consists of a scrutiny and evidence gathering session, based on plan

priorities, with written and oral evidence from the PCC, partner stakeholders and the public. The PCP also has a working group that prioritises with the OPCC those topics that best contribute to the PCC's work programme.

Other examples of effective work planning and the use of proactive scrutiny include a quarterly focus on one of the PCC plan's strategic objectives, with key lines of enquiry prepared in advance, as Suffolk PCP does. Thames Valley panel has used themed meetings, for example with local experts on rural crime. Panels also now use task and finish groups more widely. These focus on challenges such as police visibility, responsiveness and communications – as addressed in Bedfordshire PCP's "Creating confident communities" report, (goo.gl/gPIaZK) – or FGM, as West Midlands PCP tackled recently (goo.gl/avg7gr).

Another area of innovation and improvement by panels that Tim identified was around how they conduct budget and precept scrutiny.

More panels are adopting a year-round approach to budget scrutiny, maintaining a 'big picture' view of financial pressures and arranging to see detailed information early, as Cumbria PCP has done for example. Other panels, such as Northamptonshire and Lincolnshire, are holding preparatory meetings, with input from their OPCCs; or taking a task group approach to develop key lines of enquiry, as Essex, Nottinghamshire, Suffolk and West Mercia, to name a few, have done. However, there are still some panels, such as Cambridgeshire, whose PCCs provide scant detail and explanation in the draft medium term financial strategy. This limits in-depth exploration and questioning of the budget and precept.

Previous major challenges for panels have been the Lincolnshire task group's review of the PCC decision to suspend the temporary chief constable and South Yorkshire's emergency meeting on child sexual exploitation and the position of its PCC.

CSE is a major challenge for PCCs, forces and panels and was the subject of a workshop at the conference. Councillor Trevor Egleton, Chair of Thames Valley Panel, led this and explained how the panel is addressing the issue.

Other issues have been mid-term PCC changes – in the West Midlands sadly in the case of Bob Jones's untimely death – and most recently in the case of the Leicestershire, Leicester and Rutland PCC taking leave of absence with an incapacitating condition and requesting a temporary replacement. In the latter case, the PCP agreed to make representations to the government to iron out some evident weaknesses in the legislation that impact negatively on their ability to do the job that panels are charged with. In the event, the PCC's rapid recovery meant a stand-in PCC was not required.

Increasingly, PCPs are addressing the growing trend for forces to collaborate, as has been the case in the East Midlands, for example, since 2002. Some forces have linked up in strategic alliances, for example, Avon and Somerset with

Wiltshire; Devon and Cornwall with Dorset; and Warwickshire with West Mercia. A further trend in collaboration is for 'blue light' services to share facilities such as control rooms and stations – a development that the government is encouraging. North Yorkshire PCC and Fire and Rescue Authority, for example, are forming a strategic partnership for policing and fire and rescue provision, to 2020 and beyond.

These developments bring a range of challenges for PCPs, including in the area of governance. A natural progression for panels in meeting those governance challenges is to share work programmes to identify areas of mutual interest, as the East Midlands police and crime panel network of five panels is already doing.

Tim concluded by directing delegates to a dedicated police and crime panel website serviced by Frontline Consulting, which contains news items, features and a secure area for registered users to network and share ideas and information; and to its Twitter account for regular updates.

Questions to the panellists

Drawing on a further round of group discussions, delegates put questions to the speakers, including:

- Should there be a more consistent framework for PCPs to fulfil their remit?
- How well have PCCs fulfilled the government's objectives?
- When is information likely to emerge from the Scottish model of policing? Are there any early indicators around efficiency of the new arrangements?
- How do you measure whether a force is no longer sustainable?
- Should the chief constable be allowed to answer questions that are really directed at the PCC?
- Are there any greater powers envisaged for PCPs following the general election?
- What powers do PCPs have to challenge the PCC when there is an operational issue?
- If there are indications that performance of the force is extremely poor, should the PCP ask the PCC to intervene directly, even if they are operational rather than strategic failings?

Of these questions, perhaps the one which potentially affected all participants was 'How do you measure whether a force is no longer sustainable?'

Zoë Billingham said one question that HMIC ask in force inspections focuses on police force stress and the extent to which the public are at risk of an unsustainable force. Despite force achievements in responding to the austerity programme, in the next three to five years some individual forces will not be viable in terms of being able to provide a safe and efficient service to the public.

While there is scope for significant efficiencies if forces collaborate, improve their ICT and understand demand better, the policing service cannot simply carry on as it is. Hence, the importance of the National Debate Advisory Group convened by HMIC. This brings together experts from across the police service to support a national debate on the further changes needed in policing.

Afternoon workshops

PCP practitioners provided a choice of seven workshops for delegates.

The road to 2020: how will the police service adapt?

Facilitators: Marcus Ward, Member, Grant Thornton Police Board; and Iain Murray, Deputy Head of Police, Grant Thornton

The context for this workshop was the prospect of five more years of austerity across almost all parts of the public sector. Although all police bodies across the country will feel the impact of this, Grant Thornton's work with the sector has identified diverse views on how it will adapt to meet the challenge.

The workshop therefore explored six possible scenarios for the future of the sector. It canvassed workshop participants on the most likely scenarios for their forces now and in five years' time, through discussion and hand-held voting devices. It also compared their views with those of others in the police sector in response to the same scenarios.

The workshop also asked participants how they felt the police sector as a whole is coping now and how will it cope in five years' time.

The facilitators used the 2020 model to stimulate debate and discussion about what the financial outlook will mean for police and crime panels in their scrutiny role.

Key points that emerged from the discussion were as follows.

At a time of increasing demand and reducing financial resources, more effective demand management is essential. The risk is compounded by a finding in the National Audit Office's recent report 'Financial sustainability of police forces in England and Wales'. This revealed that while police forces in England and Wales have reduced costs since 2011, they do not have a clear understanding of the demands placed upon them, nor of the factors that affect their costs.

Secondly, neighbourhood policing is a cornerstone of what the public wants the police to provide. There is a danger that, in the economic push towards regionalisation of policing, the operational nuances that neighbourhood policing can provide will be lost. This would weaken the service to communities.

Workshop participants agreed that technology will play a huge part in securing a viable police sector for the future. But there are no simple answers to these problems.

Effective governance in the police sector – lessons for police and crime panels

Facilitators: Parris Williams and Stephanie Liu, Members of the Grant Thornton Police Board; and Paul Grady, Head of Police, Grant Thornton

This workshop drew on a recently published report by Grant Thornton, ‘Examining the evidence: audit committee effectiveness in the police sector’, (goo.gl/mq0629). Although the report is directed at police joint audit committees, many of the issues raised are relevant for PCPs.

This workshop shared the experiences of audit committee members in promoting effective governance in their organisations. By also drawing on police and crime panels’ experiences, it identified a number of related points and lessons for PCPs.

The report distils the challenges that audit committees face into three broad areas.

- 1 The governance model devised for the police is less well defined than in other sectors. Audit committee effectiveness can be impaired by a lack of engagement from the wider organisations they serve. Despite this, some audit committees are still able to make useful contributions
- 2 The scale of the change ahead for the sector means that, if governance oversight is not effective, there is an increased risk of major programme failure
- 3 Committees work most effectively where PCCs and chief constables see them as an ally to support them in the journey ahead

Governance issues around collaboration programmes and strategic alliances interest both audit committees and panels. The report noted that “many audit committees were not aware of the work of the PCP and its key areas of focus”. Equally, it appears that panels generally have not paid much attention to the work of audit committees, nor taken them into account. This is particularly the case in relation to committees’ concern with risk management and assurance papers relating to major change programmes.

With regard to risk management, it emerged from discussions that some panels understood the risks that their PCCs face and how those risks affect the delivery of the police and crime plan, by examining a risk profile, for example. However, others were less aware.

Not all PCPs represented in the workshop understood all of the risks facing their PCC and what measures were in place to respond to these risks.

Learning points for PCP members would be to understand the strategic risks facing PCCs and their forces; the impact those risks have on the effective delivery of the budget and the objectives set out in the police and crime plan; and the steps PCCs are making to mitigate those risks.

Several other points emerged in the workshop.

There are stark differences between PCPs in terms of attendance by chief constables at PCP meetings. There is also some variation in attendance by PCCs at meetings that they are invited to.

All workshop participants explained their frustration at the lack of information that PCCs provided to them at their meetings. They said much of it was superfluous, hard to discern or lacking in detail.

On the whole though, and with the caveat of these data quality issues, PCPs felt they were provided with sufficient timely and accessible information to enable them to hold the PCC to account.

However, unlike council executives, PCCs are not producing routinely a plan of decisions that PCPs can use in their work programme planning. Conversely, PCPs are not specifying routinely the information that they require from PCCs to enable them to carry out their work.

There was a consensus that panels did not always scrutinise enough.

While some panels have provision for public questions, others do not. Panels also lack the time and resources to engage actively with the public to incorporate their views into panels' scrutiny work.

There is value in panels setting up task and finish groups to focus on specific issues and facilitating a more effective challenge process by collating and distilling data and evidence.

Participants also thought that panels need more training in scrutiny, risk management and governance. The high turnover of PCP members inhibits the accumulation of experience. The constraints on panel members' time and resources hamper this further.

Finally, there was a consensus that the budget for PCPs is insufficient.

Child sexual exploitation – what are the key questions for PCPs?

Facilitators: Councillor Trevor Egleton, Chairman Thames Valley PCP, and Clare Gray, Committee Adviser to Thames Valley PCP

The workshop drew on the developing work of Thames Valley Police and Crime Panel (TVPCP), which decided in March 2015 to set up a sub-committee to support, monitor and scrutinise the PCC on preventing Child Sexual Exploitation (CSE).

TVPCP chose to set up a sub-committee rather than a task and finish group as members wanted to support and monitor the PCC's performance rather than undertake a specific investigation. The sub-committee would also look at how the PCC was working with stakeholders and partners in their prevention and detection strategies.

Many points emerged in the workshop.

CSE is a wide-ranging problem and it is therefore important for any police and crime panel engaging with this issue to focus on areas in which it can contribute and add value.

A number of panels have raised the issue of addressing CSE, with their PCCs providing and talking to reports at a panel meeting. It is important for public confidence to have these discussions and debates in public.

It is also important to examine this topic pre-emptively, before cases hit the headlines.

Not all PCCs have made CSE a strategic priority, so panels may need to challenge the police and crime plan and the PCC's performance, checking what policies they are applying, how robust they are and what monitoring the PCC is undertaking. There needs to be clarity in the delivery of strategies and action plans.

Panels can look into a number of specific areas, as part of a challenge and support process, such as: partnership working (see below); victims' services commissioning; and lessons learnt as policy is implemented.

Another way to approach the issue is to focus on prevention, enforcement, prosecution and offender management.

An important part of tackling CSE is to consider the range of partners dealing with this work. One of TVPCP's aims is to ensure a consistent approach and co-operation of partners across a diverse area such as the Thames Valley.

An overview of partnership working will involve agencies such as health and social care and those in the public and voluntary sector, as well as the PCC's responsibilities in relation to the criminal justice system and victims' services commissioning.

Panels need to be aware of the boundaries within which they operate and not overstep the mark in this sensitive area. A particular boundary to be aware of is questioning operational matters.

Local authorities with responsibility for children's welfare may also be conducting their own enquiries. For example, TVPCP's work will be linked with that of one of Buckinghamshire County Council's select committees, which is currently undertaking an inquiry into CSE. It is important to ensure that there is no duplication of work and that panels draw on existing work where possible to avoid increasing pressure on other agencies.

Participants highlighted the importance of trying to keep politics out of the discussions. A panel needs to think strategically across boundaries. The issue requires panels to keep their lines of enquiry focused, to word questions in a sensitive way and always to ask supplementary questions.

These could include:

- How is the PCC monitoring CSE?
- What policies are in place to tackle CSE? How robust are they?
- Is the PCC happy with the speed of progress on cases?

Attention has focused on CSE and organised gangs, but online grooming is an issue that can cross geographical boundaries. What action is the PCC taking around cyber crime?

A suggested innovation for the future was that panels need to push the boundaries beyond their remit and to focus on the concept that “We are here for the public”, with the intention of being able to scrutinise more effectively, including around operational matters.

Strategic alliances between forces – what are the challenges and opportunities for PCPs?

Facilitator: Suzanne O’Leary, Overview and Scrutiny Manager, Worcestershire County Council, supporting West Mercia PCP

Some Forces have linked up in ‘Strategic Alliances’, for example Avon and Somerset with Wiltshire, Devon and Cornwall with Dorset, Warwickshire with West Mercia, and Bedfordshire with Hertfordshire and Cambridgeshire.

This workshop looked at the type of concerns and challenges for panels that this development throws up and the effectiveness with which they scrutinise and hold to account. Two such concerns are that a force must retain its independence and identity within an alliance and that the arrangement should deliver the best outcomes for its area.

Warwickshire PCP accepts that, given the significant reductions in policing budgets in recent years, the force is in a stronger position with the alliance than on its own. However, the panel has a strong view that the retention by the PCC of Warwickshire’s chief constable provides reassurance.

So far, both panels have focused primarily on their own elements of the alliance, including the budget, and have not yet had the opportunity to look at issues that cut across the full alliance.

Pointers or lessons for panels in current or future alliances include:

- being clear about the purpose and objectives of any proposed alliance from the outset – and being clear about the panel’s role is if a PCC intends to go down this route
- if the driver for an alliance is financial, being clear about what financial savings they seek so that there can be a proper review of whether they have been achieved or not
- being mindful as a panel that while a strategic alliance across county-based forces may have advantages in terms of policing, the complexity of regional arrangements may mean it is no longer coterminous with other major public sector providers, such as the NHS
- keeping a strategic alliance under review – Wiltshire PCP agreed in June 2015 to set up a task group to support the delivery of their strategic alliance, and has timetabled an item on their strategic alliance for every meeting in its 2015/16 work programme

- informal meetings of the chairs of the panels with the PCCs to discuss the development of an alliance; West Mercia and Warwickshire PCP chairs have agreed to this
- a suggested innovation for the future was for panels in strategic alliance areas, and elsewhere, to share their work programmes to identify areas of mutual interest that would benefit from cross-panel working.

PCCs and partnership working – how can PCPs assist?

Facilitators: Councillor Joe Orson, Chair Leicestershire, Leicester and Rutland PCP, and Sam Weston, PCP Support Officer

This workshop first explored the experience of Leicestershire, Leicester and Rutland PCP working with its PCC. Initially the panel felt the PCC found it difficult to understand the partnership context. This first arose when the PCP considered his first police and crime plan, which in the panel's view did not take

adequate account of the work and role of other agencies outside of the police in regard to community safety. The panel emphasised this role to the PCC, who took greater account of it in his revised plan.

The PCP holds regular pre-meetings with the OPCC to go through the meeting agendas. This has worked well and helped to improve relationships between the servicing authority and the police. Regular meetings to discuss work programming have also led to improved relationships and working at Leicestershire, Leicester and Rutland.

However, the PCC learnt a harsh lesson in proceeding with a judicial review on section 106 funding that failed and cost the taxpayer significant funds. Arising from this exercise, the PCC had agreed to engage positively on partnership working.

Points from the workshop included the following.

Some panels have formalised the work between the PCP and the PCC via a memorandum of understanding, as a means of promoting partnership working. This works best as the culmination of a process of dialogue rather than a paper exercise.

Task and finish work can be a good way to improve relationships between the panel and the OPCC and to gain a deeper understanding of issues.

Close links between panels and community safety partnerships (CSPs) can help to increase understanding. The PCPs need to draw on this existing expertise in order to enhance their role. A PCC's engagement in the work of CSPs and strategic community safety bodies is of enormous value.

The term 'partnership working' can, however, be used as a means of taking credit for successes and avoiding blame for failure.

Suggested innovations included:

- developing a model for a partnership structure
- setting up a task and finish group on the PCC's engagement with partner agencies, to make recommendations on where it could make improvements.

PCCs' estates strategies: what are the critical factors for PCPs?

Facilitator: Paul Cain, Independent Member, Bedfordshire PCP

Most if not all PCCs have developed or are developing a police estates strategy. This is to save money on the cost of running the present police estate and to protect frontline policing jobs.

The workshop looked at the experience of Bedfordshire PCP, whose first piece of pre-decision scrutiny work was to establish a task and finish group on this issue. Set up in September 2013, it reported its recommendations to the panel and then to the PCC in November 2013.

The context for the work was that Bedfordshire faces very challenging times regarding police funding, as demonstrated by the precept referendum in May 2015. The force has therefore had to ensure it maximises its effective use of resources while continuing to protect the public.

Any estate closure is therefore potentially a difficult decision. The PCC had recently carried out a public consultation on policing services and the results formed part of the review.

During the review, the task and finish group found the PCC and all OPCC staff to be open and cooperative in assisting with the review, which was a major plus for the first proactive scrutiny topic.

The review, endorsed by the full panel, supported the final estates strategy, but made a number of recommendations. The full report is available at goo.gl/iV1BzT.

Most activity surrounding Bedfordshire police estates has revolved around HMIC actions in condemning certain buildings,

which resulted in some swift building work. A full review of the estates strategy is due at the next PCP meeting with the commissioner now that Bedfordshire's funding issues are slightly clearer.

Key points that emerged during the workshop were:

- Estates are a key issue. Although the PCC accepted the recommendations, they have still not been implemented.
- New public access points should be established before closures are implemented. In Bedfordshire, these should be in public buildings or for police matters only, not in shops.
- Reports from task and finish groups need to include a timeline for action.
- A suggested innovation was that panels should check that any PCC strategy has a detailed implementation plan.

'Blue light' services collaboration: how can PCPs best play a challenging yet supportive role?

Facilitator: Sue Morgan, Head of Democratic Services, Suffolk County Council, supporting Suffolk PCP

The Government is committed to enabling fire and rescue and police services to work together more closely. In Suffolk, the PCC, as a strong advocate for efficiency through collaboration, has an ongoing blue light collaboration strategy to reduce costs.

The fire and rescue service has already collaborated successfully with Cambridgeshire and has a 999 combined fire control room in Cambridgeshire. Suffolk Constabulary, Suffolk Fire and Rescue and the East of England Ambulance Service won a government grant recently of nearly £5 million for a potential three-year programme that could bring the number of shared fire stations to 12 out of a total of 35 fire and rescue service buildings.

Suffolk PCP has faced a number of challenges in addressing this issue, including:

- the PCC's propensity for openness versus officer respect for commercial and staff sensitivity
- getting evidence on which to base its investigations when key documents are not in the public arena or arrive late: how do you prepare key lines of enquiry for scrutiny if information is lacking?
- the decision-making process spans two PCCs and constabularies – but there has been reticence about engaging with Norfolk PCP around timing and the time commitment for some PCP members

The workshop explored the wider context to these developments. There was interest in what the impact might be of the expected legislation in this area and devolution initiatives on blue light services – would PCCs be given responsibility for other services in the future? What would be the role of elected mayors with regard to blue light services?

While some good examples of collaboration exist – for example, multi-service vehicles and combined control rooms – participants noted some specific challenges and barriers in the pursuit of this objective:

- Coterminosity – collaboration is perceived as easier within a PCC's own area
- The financial standing of respective stakeholders – there are differentials in precept between different areas and anomalies in funding
- A PCC's own perception of their role and standing (as a local Home Secretary?)

More broadly, delegates noted other points that might inhibit a panel's ability to play a challenging role in these developments:

- a panel's membership and their willingness to provide constructive challenge
- the extent to which politics comes into the relationship between the chair of the PCP and the PCC
- the transparency of public meetings versus a need for candid responses to challenging questions, and the impact of policy on webcasting panel meetings
- the willingness of chief constables to attend panel meetings to provide technical detail on questions relating to a PCC's responsibility – some PCPs find that the PCC never goes to their meetings alone, while for others, the CC never attends.

Tips emerging from the workshop were:

- To share key questions that have been worked up with PCP members through an informal workshop with the PCC and/or the OPCC. This enables them to gather evidence and be prepared for detailed PCP questioning
- To ask for a business case for any closer working, including criteria and any weighting, to see if savings and efficiencies can be made
- To obtain views of other blue light services, and coordinate with partner PCPs to ask common questions about control rooms, premises, back office functions, multi-service vehicles and training

Closing remarks

Ann Reeder, Director of Frontline Consulting, closed the conference by thanking all the speakers, workshop facilitators, participants, conference sponsors Grant Thornton, hosts, Nottinghamshire County Council and Nottinghamshire Police and Crime Panel, staff of Nottinghamshire County Council, Keith Ford and Peter Barker, and the chair of the conference, Christine Goldstraw.

Ann hoped that the conference had helped to share good practice between panels and promote innovation. She noted that the conference had given a speaker a greater sense of the significance of PCPs and the value of sustaining and developing contact.

She encouraged participants to use the dedicated PCP website www.pcps-direct.net and its Twitter account @PCPsdirect in between conferences to feed in good practice ideas and experience, questions and comments. The website also carries postings of briefings from time to time,

as well as examples of interesting practice that a number of panels – including Bedfordshire, Cheshire, Derbyshire, Hampshire, Northamptonshire, Warwickshire and West Midlands – have submitted.

All panels are welcome to send in features and/or digest items. Those who register on the site are able to set up invitation-only circles or open networks on particular themes or for groups of PCPs or roles, for example, independent members.

Ann asked participants the best time for the conference in 2016; October was favoured in case of any changes to panels' work or membership after PCC elections in May. She encouraged delegates to suggest ideas for the conference's main theme, and speakers and workshops that they would like to see.

Appendix 1: Programme

| | |
|----------|--|
| 10:15 am | Welcome and opening remarks Chair: Christine Goldstraw OBE JP, Independent Member and Chair, Nottinghamshire Police and Crime Panel |
| 10:25 am | Setting the scene: PCPs' opening reflections on the year ahead |
| 10:50 am | An HMIC perspective on the challenges ahead for the police service Zoë Billingham, HM Inspector of Constabulary |
| 11:15 am | Police: the road to 2020 Paul Grady, Head of Police, Grant Thornton UK LLP and Iain Murray, Deputy Head of Police, Grant Thornton UK LLP |
| 11:35 am | A national perspective on PCP innovation and proactive responses to challenges Tim Young, Lead on Policing and Crime, Frontline Consulting |
| 11:55 pm | Table-based preparation of questions and comments for the panel |
| 12:15 pm | Questions and comments to the panel of speakers |
| 12:45 pm | Lunch and networking |

1:30 pm

Workshops

- The road to 2020: how will the police service adapt?
- Effective governance in the police sector – lessons for police and crime panels
- Child sexual exploitation – what are the key questions for PCPs to focus on?
- Strategic alliances between forces – what are the challenges and opportunities for PCPs?
- PCCs and partnership working – how can PCPs assist?
- PCCs' estates strategies: what are the critical factors for PCPs?
- 'Blue light' services collaboration: how can PCPs best play a challenging yet supportive role?

2:35 pm

Workshops repeated

3:40 pm

Plenary session

Feedback – one innovation for 2015 from each workshop
Closing comments: PCPs – the year ahead

4:00 pm

Close and evaluation

Appendix 2: List of participants

| Name | Police Force Area | Role and local authority |
|------------------------------|-------------------|--|
| Councillor Fiona Chapman MBE | Bedfordshire | PCP Chair; Member of Central Bedfordshire Council |
| Councillor Peter Hollick | Bedfordshire | PCP Member; Central Bedfordshire Council |
| Paul Cain | Bedfordshire | PCP Vice-chair; Independent Member |
| Councillor Aysegul Gurbuz | Bedfordshire | PCP Member; Luton Council |
| Hugh Bartos | Bedfordshire | Support Officer |
| Councillor Jason Ablewhite | Cambridgeshire | PCP Chair; Huntingdonshire DC |
| Councillor Andy Coles | Cambridgeshire | PCP Member; Peterborough City Council |
| Councillor Peter Reeve | Cambridgeshire | PCP Member; Cambridgeshire County Council |
| Edward Leigh | Cambridgeshire | Independent Member |
| Councillor Ann Sinnott | Cambridgeshire | PCP Reserve; Cambridge City Council |
| Jamie Leeman | Cambridgeshire | Officer |
| Paulina Ford | Cambridgeshire | Senior Governance Officer, Peterborough City Council |
| Ian Phillips | Cambridgeshire | PCP Lead Officer; Peterborough City Council |
| Bob Fousert | Cheshire | Independent Member |
| Mark Clement | Cumbria | PCP Support Officer |
| Linda Graham | Cumbria | Scrutiny Officer |
| Councillor Richard Bright | Derbyshire | PCP Member, Derbyshire Dales District Council |
| Councillor John Frudd | Derbyshire | PCP Co-opted Member; Derbyshire County Council |

| | | |
|-----------------------------|---------------------------------|---|
| Councillor Jane Orton | Derbyshire | PCP Member; Amber Valley Borough Council |
| David Rose | Derbyshire | Support officer, Derbyshire PCP Derbyshire County Council |
| Andrew Edwards | Dyfed Powys | Chairman, Independent Member |
| Tim Daniel | Frontline Consulting | |
| Ann Reeder | Frontline Consulting | Director |
| Tim Young | Frontline Consulting | Associate and Lead on Policing and Crime |
| Councillor Brian Tipper | Gloucestershire | PCP Member; Gloucestershire County Council |
| Councillor Helena McCloskey | Gloucestershire | PCP Member; Cheltenham Borough Council |
| Councillor Roger Wilson | Gloucestershire | PCP Member; Gloucestershire County Council |
| Paul Grady | Grant Thornton UK LLP | Head of Police |
| Iain Murray | Grant Thornton UK LLP | Deputy Head of Police |
| Stephanie Liu | Grant Thornton UK LLP | Member, Grant Thornton Police Board |
| Marcus Ward | Grant Thornton UK LLP | Member, Grant Thornton Police Board |
| Parris Williams | Grant Thornton UK LLP | Member, Grant Thornton Police Board |
| Zoë Billingham | HM Inspectorate of Constabulary | HM Inspector of Constabulary |
| Matthew Nundy | Humberside | Support Officer |
| Daniel Marsh | Humberside | Support Officer |
| Councillor Don Sloan | Kent | PCP Member, Tunbridge Wells Borough Council |

| | | |
|--------------------------------|---------------------------------------|--|
| Councillor Tony Harrison | Lancashire | PCP Member; Burnley Borough Council |
| Councillor Joe Orson JP | Leicestershire, Leicester and Rutland | PCP Chairman; Leicestershire County Council |
| Sam Weston | Leicestershire, Leicester and Rutland | PCP Secretariat; Democratic Services Officer, Leicestershire County Council |
| Councillor Geoff Hazelwood | Lincolnshire | PCP Member; North Kesteven District Council |
| Emma Baldwin | Lincolnshire | PCP Support Officer; East Lindsey District Council |
| Councillor Dr Christopher Kemp | Norfolk | PCP Vice Chair; South Norfolk District Council |
| Councillor Carl Les | North Yorkshire | PCP Member; North Yorkshire County Council |
| Ray Busby | North Yorkshire | North Yorkshire Police and Crime Panel Secretariat |
| Kirk Harrison | Northamptonshire | Democracy Officer, Northamptonshire County Council |
| Christine Goldstraw OBE JP | Nottinghamshire | Chair, Nottinghamshire PCP (Independent Member) and the Conference Chair |
| Suma Harding | Nottinghamshire | PCP Independent Member |
| Councillor Neghat Khan | Nottinghamshire | PCP Member; Nottingham City Council |
| Councillor Debbie Mason | Nottinghamshire | PCP Member; Rushcliffe Borough Council |
| Councillor Maddy Richardson | Nottinghamshire | PCP Member; Bassetlaw District Council |
| Bob Vaughan-Newton | Nottinghamshire | PCP Independent Member |
| Keith Ford | Nottinghamshire | PCP Support Officer; Team Manager, Democratic Services, Nottinghamshire County Council |

| | | |
|----------------------------|-----------------|---|
| Peter Barker | Nottinghamshire | Democratic Services, Nottinghamshire County Council |
| David Banks | Nottinghamshire | Support Officer |
| Julie Plant | Staffordshire | PCP Support Officer |
| Sue Morgan | Suffolk | Head of Democratic Services, Suffolk County Council |
| Councillor Trevor Egleton | Thames Valley | PCP Chairman; Buckinghamshire County Council |
| Clare Gray | Thames Valley | Committee Adviser to Thames Valley Police and Crime Panel, Buckinghamshire County Council |
| Robin Verso | Warwickshire | PCP Vice-Chair; Independent Member |
| Bob Malloy | Warwickshire | PCP Independent Member |
| Suzanne O'Leary | West Mercia | Head of Overview and Scrutiny, Worcestershire County Council, supporting West Mercia PCP |
| Councillor Brian Wilcox | West Mercia | PCP Member; Hereford City Council |
| Councillor John O'Shea | West Midlands | PCP Member; Birmingham City Council |
| Emma Williamson | West Midlands | PCP Support Officer; Birmingham City Council |
| Councillor Richard Britton | Wiltshire | PCP Chair; Wiltshire Council |
| Councillor Andrew Bennett | Wiltshire | PCP Member; Swindon Borough Council |
| Emily Higson | Wiltshire | PCP Support Officer; Wiltshire Council |

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This publication reports on the findings of the fourth annual conference for police and crime panels organised by Frontline Consulting Associates. The conference took place in Nottingham on Friday 3 July 2015.

The conference theme was 'Facing the future'. For participants at the conference, the key challenge was how the police service would adapt over the next five years, given the prospect of continued austerity across almost all parts of the public sector – and the panels' own role in tackling this challenge.

This conference report provides insights into the work of a wide range of police and crime panels, examples of

innovation and proactive challenge and support of police and crime commissioners by PCPs. It also suggests future ways of working including increased collaboration and use of partnerships and alliances to meet the challenges of policing and to develop further policing accountability.

Frontline Consulting was set up in 2007 to support councillors and provide consultancy, learning and development in local government. It now works across the public sector and manages the Non-Executive Academy.

Frontline Consulting has worked with two thirds of the PCPs in England and Wales, delivering induction, development workshops, reviews and conferences.

www.frontlineconsulting.co.uk and
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Thames Valley Police & Crime Panel Work Programme 2016

| Date | Main Agenda Focus | Other agenda items |
|------|---|--|
| 1/16 | PCC precept 2016/17 Standardisation of Taxi Licensing | <ul style="list-style-type: none"> • Public questions • Budget Task and Finish Report • Local Criminal Justice Board – Partnership working • Annual Assurance Report of the Audit Committee • Consultation on Complaints • General Issues • Work Programme |
| 11/3 | Neighbourhood Policing and Community Safety Partnerships Police and Crime Plan review – how the PCC has addressed his six strategic objectives in the current tenure of office | <ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub Committee • Six monthly review of finance, performance and risk monitoring report (information from January PCC public meeting) • Verbal update on proposed changes to national funding formula • Membership/Terms of Reference for Cyber Crime Working Group • Update on Complaints Integrity and Ethics Panel • General Issues • Work Programme |

| Date | Main Agenda Focus | Other agenda items |
|-------|---|--|
| 17/6 | Post Election outline of manifesto/challenges for future Domestic Violence – update from the PCC on what is being done to tackle domestic violence (Strategic Objective 2 & 3) including initiatives with Local Authorities | <ul style="list-style-type: none"> ● Election of Chairman/Appt of Vice Chairman ● Public questions ● Verbal update on proposed changes to national funding formula ● Report of the CSE/Complaints Sub Committee ● PCP Annual Report ● Annual Review of PCP Rules of Procedure and Budget ● General Issues ● Work Programme |
| 9/9 | Illegal traveller sites – police and local authorities working together to respond effectively to unauthorised encampments including consistent interpretation of legislation/guidance | <ul style="list-style-type: none"> ● Public questions ● Report of the CSE/Complaints Sub Committee ● Six monthly finance, performance and risk monitoring report (information from July PCC public meeting) ● PCC Annual Report ● General Issues ● Work Programme |
| 21/10 | Future plans for regional collaboration and emergency services | <ul style="list-style-type: none"> ● Public questions ● Report of the CSE/Complaints Sub Committee ● Cyber Crime update ● General Issues ● Work Programme |

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|--|---|--|--|
| Date | Main Agenda Focus | Other agenda items | |
| 16/12 | Mental Health - delivering against the commitments of the Mental Health Crisis Care Concordant. | <ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub Committee • General Issues • Work Programme | |

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