



NOTICE OF MEETING

Date and Time Friday 26th January 2018 at 10.00 am

Place Ashburton Hall, Elizabeth II Court, The Castle, Winchester

Enquiries to members.services@hants.gov.uk

FILMING AND BROADCAST NOTIFICATION

This meeting may be recorded and broadcast by the press and members of the public.

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

To enable Members to declare to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in their appointing authority's register of interests, and any other pecuniary or personal interests in any such matter that Members may wish to consider disclosing.

3. MINUTES OF THE PREVIOUS MEETING (Pages 5 - 26)

To confirm the minutes from the previous meeting.

4. QUESTIONS AND DEPUTATIONS

To receive any questions or deputations in line with Rule 31 and 31A of the Panel's Rules of Procedure.

5. CHAIRMAN'S ANNOUNCEMENTS

To hear any announcements the Chairman may have for this meeting.

6. POLICE AND CRIME COMMISSIONER'S ANNOUNCEMENTS

To hear any announcements the Commissioner may have for the Panel.

7. POLICE AND CRIME COMMISSIONER - OUTCOMES FROM THE DEPUTY POLICE AND CRIME COMMISSIONER CONFIRMATION HEARING

To receive a verbal update from the Commissioner on events succeeding the Confirmation Hearing for the role of Deputy Police and Crime Commissioner held on 6 October 2017, and next steps.

8. POLICE AND CRIME COMMISSIONER - 2018/19 PRECEPT (Pages 27 - 66)

To consider a paper outlining the Police and Crime Commissioner's proposed precept for 2018/19, and supporting financial information.

9. POLICE AND CRIME COMMISSIONER - REGIONAL COLLABORATION (Pages 67 - 70)

To understand how the PCCs across the region are working in collaboration, and to review what areas of joint working currently exist, and how they are progressing.

10. POLICE AND CRIME COMMISSIONER - COMMUNITY STRATEGY (Pages 71 - 102)

To consider how best the PCC can engage and build awareness of the role within communities, and how the public can shape approaches to policing and crime

11. POLICE AND CRIME COMMISSIONER - POLICE AND CRIME PLAN DELIVERY (Pages 103 - 112)

To receive a quarterly update from the Police and Crime Commissioner detailing delivery against his Police and Crime Plan.

12. POLICE AND CRIME PANEL - QUARTERLY COMPLAINTS (Pages 113 - 116)

To consider a report setting out the activities of the delegated officer and the Complaints Sub-Committee in relation to complaints made against the Police and Crime Commissioner in the last quarter.

13. POLICE AND CRIME PANEL - WORKING GROUP TERMS OF REFERENCE UPDATE (Pages 117 - 120)

To consider an amendment to the Police and Crime Plan Working Group's Terms of Reference.

14. POLICE AND CRIME PANEL - WORK PROGRAMME AND 2018/19 MEETING DATES (Pages 121 - 126)

To consider a report setting out future meeting dates for 2018/19, and the proposed future work programme for the Panel.

ABOUT THIS AGENDA:

This agenda is also available on the 'Hampshire Police and Crime Panel' website (www.hants.gov.uk/hampshire-pcp) and can be provided, on request from 01962 847336 or members.services@hants.gov.uk, in alternative versions (such as large print, Braille or audio) and in alternative languages.

ABOUT THIS MEETING:

The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please call the telephone number/use the e-mail address above in advance of the meeting so that we can help.

Appointed Members of the Police and Crime Panel attending this meeting qualify for travelling expenses in accordance with their Council's 'Member's Allowances Scheme', as set out in the agreed Police and Crime Panel Arrangements.

This page is intentionally left blank

HAMPSHIRE POLICE AND CRIME PANEL

**Friday, 6th October, 2017 at 10.00 am
Held in Ashburton Hall, Winchester
(Hampshire County Council)**

Councillors:

Chairman

p David Stewart
(Isle of Wight Council)

Vice Chairman

p Jan Warwick
(Hampshire County Council)

p John Beavis MBE
(Gosport Borough Council)
p Simon Bound
(Basingstoke & Deane Borough Council)
a Ryan Brent
(Portsmouth City Council)
p Ken Carter
(East Hampshire District Council)
p Trevor Cartwright MBE
(Fareham Borough Council)
p Steve Clarke
(New Forest District Council)
p Adrian Collett
(Hart District Council)

p Tonia Craig
(Eastleigh Borough Council)
p Lisa Griffiths
(Winchester County Council)
p Ken Muschamp
(Rushmoor Borough Council)
p Ian Richards
(Test Valley Borough Council)
p Dave Shields
(Southampton City Council)
d Leah Turner
(Havant Borough Council)

Substitute Members

p Mike Fairhurst (Havant Borough Council)

Co-opted Members:

Independent Members

p Michael Coombes
a Bob Purkiss MBE

Local Authority

p Reg Barry
a Frank Rust
p Lynne Stagg

At the invitation of the Chairman:

Lucy Day

*Programme Manager, Office of the Police and Crime
Commissioner*

Paul Griffith

Legal Advisor to the Panel

Michael Lane

Police and Crime Commissioner for Hampshire

James Payne

*Chief Executive, Office of the Police and Crime
Commissioner*

105. APOLOGIES FOR ABSENCE

Apologies were received from:

- Councillor Ryan Brent, Portsmouth City Council.
- Bob Purkiss, Independent Co-opted Member.
- Councillor Frank Rust, Additional Local Authority Co-opted Member
- Councillor Leah Turner, Havant Borough Council. Councillor Mike Fairhurst deputised in her place.

It was noted that Councillor Dave Shields had recently been appointed as the Southampton City Council member on the Police and Crime Panel (hereafter referred to as 'the Panel'), replacing Councillor Jacqui Rayment.

106. DECLARATIONS OF INTEREST

Members were able to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in their appointing authority's register of interests, and any other pecuniary or non-pecuniary interests in any such matter that Members may wish to disclose.

No declarations were made.

107. MINUTES OF THE PREVIOUS MEETING

The Minutes from the 7 July meetings were confirmed as correct records and signed by the Chair.

108. PUBLIC QUESTIONS AND DEPUTATIONS

No questions or deputations were received by the Police and Crime Panel (hereafter referred to as 'the Panel') on this occasion.

109. CHAIRMAN'S ANNOUNCEMENTS

The Chairman gave one announcement:

Panel Training

Members had attended a helpful half day training session in September which provided an opportunity for the Panel to be reminded of key legislation and best practice. The opportunity to meet was helpful for Members in order to build cohesiveness and consider the Panel's future work programme. Officers from Thames Valley Panel had also attended this session, which they had found helpful, and contributed to the agenda of collaboration and greater joint working between Panels.

110. POLICE AND CRIME COMMISSIONER'S ANNOUNCEMENTS

The Chair invited announcements from the Police and Crime Commissioner for Hampshire (hereafter referred to as 'the Commissioner'), who highlighted the following to the Panel:

Fairer Funding

The issues of funding continued to be difficult and challenging. The Commissioner reinforced that this was a priority for him, and he was focused on the potential reality of the funding picture, and was planning for the potential outcomes. The Commissioner had met with the Chief Constable to agree the level of funding needed to keep people safer. The Commissioner was keen to reassure the public that although the Constabulary were stretched, they were not in crisis, and will always deliver a response whenever people are at risk.

Community Safety Alliance

The Commissioner had recently met with the Community Safety Alliance. This meeting was very important, as it allowed local knowledge of communities to inform thinking at a strategic level. The Commissioner believed that this was a productive meeting, and he valued the time community safety representatives gave to them.

Recent M3 Road Closure

The Commissioner had now made a press statement on this issue. The Commissioner had not previously commented as this was an operational issue. A release had been made once there was something valuable to add to the conversation.

This particular incident had high risk factors and the closure of the road was needed to keep people safe. The Commissioner thanked the public for their patience, which he knew was sorely tested, and was pleased that the investigation had resulted in an individual now before the courts. On the day of the incident, there were a number of planned local road closures which had been reliant on the main arterial roads to stay open, which had exacerbated the problems. The incident had highlighted that all partners needed to learn some lessons, particularly around how partners work together to communicate messages to the public. However, safety must come first.

Fire and Rescue

The Panel had asked for an update on the Commissioner's intentions around the future of the Fire and Rescue Service in January. The consultancy group KPMG were undertaking work reviewing potential future options, and a first draft of the full report would be available to the Commissioner later this month. The end of the year was what was being aimed for, and the Commissioner's mind was open about what the end result might be.

111. **POLICE AND CRIME COMMISSIONER - POLICE AND CRIME PLAN DELIVERY**

Members received some advance slides and a presentation from the Commissioner and Chief Executive setting out an update on delivery against the Police and Crime Plan 2016-2021 (see Item 7 in the Minute Book).

The Panel had received some initial slides which gave an overview and summary of on-going, delivered and future projects. The projects reported through the slides saw a fairly even distribution across the four Plan priorities, and a summary had been provided with the slide pack. Also included within these were decision notices which the Commissioner hoped would satisfy the Panel's previous recommendations around transparency. These would be provided in all future updates.

A selection of recent events the Commissioner had attended were listed in the second presentation, which enabled the voices of the public and communities to be heard, and the Commissioner and his staff the opportunity to meet people and hear their priorities and concerns.

The Youth Commission had undertaken a piece of work on mental health which had been forwarded to the Public Health team in Hampshire for inclusion in the future Public Health strategy.

Councillor Bound commented on the outcomes of the most recent Police and Crime Plan working group, where helpful conversations had been held with officers about the progress made against the Plan. From this, three areas had been highlighted by the Plan working group for consideration at this meeting, which centred on court films, cyber ambassadors and cyber behaviours. On the court film project, the Plan working group had been pleased to see this work progress, but had challenged why the timescales had been extended, and what the benefits of this project would be. On the cyber ambassadors programme, the Plan working group wished to understand how the Commissioner would measure the impact of the project, and how the learning from this would be shared.

In response to questions, the Panel heard:

- The court films would be publically accessible and shared with partners for further signposting. The aim was for anyone attending court, but primarily victims and witnesses, to view these in order to understand what to expect, including what facilities are available. It had been decided that films would be best to convey this message, as often people preferred to access information instantly and via the internet.
- That the court films project timescales had been extended due to staff sickness, so further time had been added to see this project through to completion.
- That it would be helpful for the lead members for mental health in local authorities to connect with the Youth Commission's report on mental health.
- That the cyber ambassador project, titled 'Go Fish', had seen the Commissioner and police colleagues visiting schools with ambassadors in the region to highlight the campaign. So far it was felt that the messages had landed well with the target audience, with children and young people keen to protect themselves online as a result. The internet impacted young people in every part of their lives, and was much more integral to

school life, so it was important to focus education projects around the safe use of cyberspace.

- Adult education in relation to safe internet use was also important too, and the topic of 'cyber' would be a continuous theme across the Plan priorities for the Commissioner. The issue of cyber crime was less visible than other types, but was growing in the number of people it affected across the policing area.
- The figures reported in the presentation in terms of public engagement were low in comparison to other events held, but the Commissioner wished to be transparent about the number of people being reached. The Commissioner was keen to increase the breadth and reach of his engagement, and to undertake further work communicating his role and work to the public.

The Panel thanked the officers and Commissioner for a clear and informative presentation.

RESOLVED:

That the update on the delivery of the Police and Crime Plan are noted.

112. POLICE AND CRIME COMMISSIONER - ANNUAL REPORT

The Panel received the draft Annual Report of the Police and Crime Commissioner for Hampshire for 2016/17 (see Item 11 in the Minute Book).

The Chief Executive of the Office of the Police and Crime Commissioner noted that the Panel had been provided with a full report giving an overview of those items previously considered in 2016/17, including decisions, activities and statutory responsibilities. The Commissioner noted that his executive summary listed the priorities as he had seen them for the previous year.

The aim of the Chief Executive would be to condense this document into a more user-friendly report, with the information behind headlines available on the Commissioner's website. The office were keen to hear the views of the Panel on how to achieve this aim, including what they would prefer to see in a final version.

In response to questions, the Panel heard:

- That the Annual Report was aimed as a document that set out an overview of the previous year's activities and made a number of statutory statements. However it was agreed that the public would want this document to respond to the issues that mattered the most to them, including action taken on the priorities raised through consultation and engagement events held with the public.
- It would also be important to ensure that the activities the Commissioner had taken in the previous year were well articulated and easily understood by the public, communities and partners.
- That the decisions listed in the Annual Report were all available on the website, which included summaries of the outcomes expected as a result of these.

- That the use of reserves was covered through the precept report, which set out the strategy for their use. Most of these funds had been allocated to projects requiring multiple-year spend, and the rest was the minimum amount required by law for continuity purposes.

The Panel were aware of their ability to make a report or recommendation on the Annual Report in line with Section 28(4) of the Police Reform and Social Responsibility Act, but chose not to make a formal recommendation for the 2016/17 year. Members did however make the following informal observations in relation to the final content of the annual report:

- That thought should be given as how to present the information so that it is accessible to all communities, with the detail of the activities outlined in the report accessible alongside the final published document, should the public wish to access further information.
- That although accepted that the report should summarise the activities of the PCC over the previous year, the public will wish to understand what action has specifically been taken in relation to those areas they outlined as their priorities in the Police and Crime Plan consultation, and those issues that are raised with the PCC at public events.

RESOLVED:

That the Panel notes the draft Annual Report of the Police and Crime Commissioner for Hampshire.

113. POLICE AND CRIME PANEL - ANNUAL REPORT

Members received a draft annual report covering the activities of the Panel for the 2016/17 year (see Item 9 in the Minute Book).

The Chairman noted that his foreword would be added once the draft report had been agreed.

RESOLVED:

That the annual report is agreed.

114. POLICE AND CRIME PANEL - UPDATE ON WORKING GROUPS

Members received a report from the scrutiny officer to the Panel which set out the proposed membership of the Panel's working groups for consideration and appointment (see Item 10 in the Minute Book).

An overview was provided by Councillor Bound of the most recent Police and Crime Plan working group, who had met with officers to review progress against the Plan. Members had challenged areas where the timescales have changed, and provided feedback about publically accessible information, ensuring that the timeline for delivery was more transparent and accessible. The working group were pleased to see that the recommendations from previous proactive scrutiny sessions were being assigned to Plan work streams, which will enable feedback to be reported on how these have been implemented.

An overview was provided by Michael Coombes of the most recent Finance working group meeting, which had convened at the beginning of August. This meeting was aimed at reviewing the Statement of Accounts for the previous year, which would be helpful in understanding how the precept would be spent in the coming year.

The working group had submitted a number of questions to the Commissioner, to which replies had recently been received, the detail of which would be considered as part of the next meeting. When the precept was agreed for 2017/18, the Panel had asked about the underspend in the employment budget, which was explained to be due to vacancies, for which there would be a recruitment round. In response to a question to the Commissioner on this, the Panel noted that recruitment to the force was currently open. The working group had also considered the spend in the area of severance packages, where members challenged the Commissioner on how he assured himself that spend in this area was good value for taxpayer's money. The Commissioner had noted in response that he looked to the Joint Audit Committee to provide this assurance to him. The working group had also reviewed the expenses of the Commissioner and had queried when these would be published. It was heard in response that the Commissioner had recorded all of his journeys where an expense had been incurred, but was still determining whether or not to claim these. Should they be claimed, these would be published.

In response to answers given on severance packages, that Panel agreed that the Chair of the Finance working group should write to the Chair of the Joint Audit Committee on this issue.

RESOLVED:

That:

- **The Panel note the final membership and update on the activities of the working groups.**
- **The Chair of the Finance working group write to the Chair of the Joint Audit Committee on the topic of severance packages for police officers and staff.**

115. POLICE AND CRIME PANEL - FINANCIAL MONITORING LEADING TO 2018/19 GRANT BUDGET AGREEMENT

Members received a report from the finance officer to the Panel which monitored the budget for 2017/18, in advance of agreeing the proposed budget for 2018/19 (see Item 11 in the Minute Book).

The Panel's finance officer provided a brief overview of the Police and Crime Panel grant, the previous year's budget, the current year's spend, and the projections for 2018/19 (subject to the full grant being received).

In response to questions, the Panel heard:

- That should a special responsibility allowance for the Chairman be required in future, consideration would need to be given to where this area of spend would be taken from.
- That the Panel grant was retrospectively paid by the Home Office, and only the amount spent was claimable.

RESOLVED:

That Members:

- **Note the final financial position for 2016/17.**
- **Note the current performance against the budget for this financial year.**
- **Agreed the proposed budget for the panel for 2018/19, subject to confirmation of the Government grant.**
-

116. POLICE AND CRIME PANEL - QUARTERLY COMPLAINTS

Members received a report from the scrutiny officer to the Panel detailing the activities of the Complaints Sub-Committee in the last quarter (see Item 12 in the Minute Book).

RESOLVED:

That the quarterly complaints report is noted.

117. POLICE AND CRIME PANEL - WORK PROGRAMME

Members received a report from the scrutiny officer to the Panel which sets out the proposed work programme for the Panel (see Item 13 in the Minute Book).

RESOLVED:

That the work programme is agreed.

Chairman, 26th January 2018

HAMPSHIRE POLICE AND CRIME PANEL

**Friday, 6th October, 2017 at 11.30 am
Held in Ashburton Hall, Winchester
(Hampshire County Council)**

Councillors:

Chairman

p David Stewart
(Isle of Wight Council)

Vice Chairman

p Jan Warwick
(Hampshire County Council)

p John Beavis MBE
(Gosport Borough Council)
p Simon Bound
(Basingstoke & Deane Borough Council)
a Ryan Brent
(Portsmouth City Council)
p Ken Carter
(East Hampshire District Council)
p Trevor Cartwright MBE
(Fareham Borough Council)
p Steve Clarke
(New Forest District Council)
p Adrian Collett
(Hart District Council)

p Tonia Craig
(Eastleigh Borough Council)
p Lisa Griffiths
(Winchester County Council)
p Ken Muschamp
(Rushmoor Borough Council)
p Ian Richards
(Test Valley Borough Council)
p Dave Shields
(Southampton City Council)
d Leah Turner
(Havant Borough Council)

Substitute Members

p Mike Fairhurst (Havant Borough Council)

Co-opted Members:

Independent Members

p Michael Coombes
a Bob Purkiss MBE

Local Authority

p Reg Barry
a Frank Rust
p Lynne Stagg

At the invitation of the Chairman:

Flick Drummond
Paul Griffith
Michael Lane
James Payne

*Candidate
Legal Advisor to the Panel
Police and Crime Commissioner for Hampshire
Chief Executive, Office of the Police and Crime
Commissioner*

118. APOLOGIES FOR ABSENCE

Apologies were received from:

- Councillor Ryan Brent (Portsmouth City Council)
- Bob Purkiss (Independent Member)
- Councillor Frank Rust, Additional Local Authority Co-opted Member
- Councillor Leah Turner (Havant Borough Council). Councillor Mike Fairhurst was in attendance as Havant's deputy member.

119. DECLARATIONS OF INTEREST

Members were able to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in their appointing authority's register of interests, and any other pecuniary or non-pecuniary interests in any such matter that Members may wish to disclose.

No declarations were made.

120. QUESTIONS AND DEPUTATIONS

Two questions had been received by a member of the public to the Panel on the Confirmation Hearing meeting. As these were similar to the questions that the Panel had already noted to be asked of the Police and Crime Commissioner ('the Commissioner') and the candidate, the Panel would ask them at the appropriate time. These were:

- a) Has the apparent decision for the Deputy to take on some of the CEO's responsibilities been made for inclusion in the Business Case to justify the proposed appointment?
- b) What exactly is the current contractual situation?

121. CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF DEPUTY POLICE AND CRIME COMMISSIONER

Following notification from the Commissioner, Mr. Michael Lane, to the Hampshire Police and Crime Panel (hereafter referred to as 'the Panel') of his intention to appoint a preferred candidate, Ms Flick Drummond, to the role of Deputy Police and Crime Commissioner, the Panel held a Confirmation Hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011.

Members received a report (See Item 4 in the Minute Book) setting out the powers of the Panel and the process to be followed in the Confirmation Hearing, as per the agreed 'Confirmation Hearing protocol'. The Panel noted the information provided by the Commissioner relating to the appointment of the Deputy Police and Crime Commissioner, which included:

- The name of the preferred candidate and CV;
- A statement/report from the PCC stating why the preferred candidate

- meets criteria of role;
- The terms and conditions of appointment;

The Commissioner expressed his pleasure in presenting the preferred candidate, and gave a short overview of why he had decided that now was the appropriate time to appoint a Deputy. The Commissioner was often invited to more events than he could attend, and although officers were substituting, they were politically restricted, so it would be helpful to have a deputy who could be delegated some of the Commissioner's activities, and had a similar political mandate to Mr Lane. The Deputy would be expected to work across the Commissioner's portfolio, and would therefore be required to take in a lot of information in a short time to get up and running. To this end, Ms Drummond had been invited to act in a shadow role until such time as she was appointed, both for this purpose and for her to understand if she felt she had the skillset to take on the position.

The candidate had been clear about her wish to try to return to parliament should a general election be called, or in 2022 when the next fixed election was due to be held. However, the Commissioner had been clear that Ms Drummond's commitment until that time should be to the role and people across Hampshire, the Isle of Wight, Portsmouth and Southampton.

A discussion was held between the Panel and the Commissioner about the process he had used to propose an appointment, and the appearance of this appointment in local press before Members had been notified. The Commissioner agreed that the process followed was not ideal, and felt that the media had reported the proposed appointment in a way which made it unclear as to whether a Deputy was already appointed and confirmed. The Chairman agreed with the Commissioner that it would be helpful for both parties to meet to discuss how to improve this in future, and to highlight any lessons learnt from the process for Deputy Police and Crime Commissioner.

In response to other questions, the Panel heard:

- That the role and its salary is set in statute¹.
- The Commissioner had selected a Conservative candidate, as it was on this mandate that he was elected.
- It would be expected that Ms Drummond would have the same priorities and intentions as the Commissioner, and would solely act as a deputy rather than an acting Commissioner.
- That the Deputy role could be recruited to based on the wishes of the Commissioner, rather than merit, as set out in the regulations.
- That the Commissioner had asked Ms Drummond to become his Deputy.
- That the initial term of the role would be for one year, after which time an evaluation would be held.

The Chairman welcomed the candidate to the Confirmation Hearing, and provided her with an opportunity to introduce herself and why she wished to be appointed to the Deputy role. The Panel heard that the candidate felt it was

¹ A clarification was provided by the Commissioner post-meeting, which noted that the Deputy role salary was set locally, but at a fixed percentage of the Commissioner's salary, which is determined nationally by the Senior Salaries Review Body

important that the Commissioner had a Deputy, noting the scale of the policing area and the need to engage more with the public. The candidate felt that she had a background that would put her in good stead for the role, providing examples of her time as a Member of Parliament and experience in political roles, which had seen her develop a skillset around engaging and working in partnership, and listening to people to identify needs. Ms Drummond lived in Portsmouth and had previously resided in Winchester, and had family connections across Hampshire, which she felt helped her to understand the wider geography of the Commissioner's area.

The Panel then asked questions of the candidate which related to her professional competence and personal independence, the answers to which enabled Members to evaluate Ms Drummond's suitability for the role. At the end of questioning, the Chairman thanked the candidate and provided an opportunity to clarify any responses given.

The candidate expressed that she had been open and honest about her intention to return to parliament and understood that the Panel may have reservations about her wishes in this area. However, the candidate was clear that she did not think it would be likely for an election to be called before 2022, otherwise she would not have agreed to be proposed to the role.

122. EXCLUSION OF THE PRESS AND PUBLIC

The press and public were excluded from the meeting during the following item of business, as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information within Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person (including the authority holding the information) and, further, that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. While there may have been a public interest in disclosing this information, namely openness in the deliberations of the Panel in determining its recommendation regarding the proposed appointment, it was felt that, on balance, this was outweighed by other factors in favour of maintaining the exemption, namely enabling a full discussion regarding the merits of the proposed appointment.

123. CLOSED SESSION TO DISCUSS THE PROPOSED APPOINTMENT TO THE ROLE OF DEPUTY POLICE AND CRIME COMMISSIONER

The Panel held exempt discussions which examined the evidence provided in the Confirmation Hearing session. The final reports of the Panel are appended to these minutes.

The Panel agreed:

- That they were unanimous in their agreement that the Commissioner required a Deputy.
- That the candidate had a clear understanding of the Commissioner's vision of the Deputy role.

- That the candidate provided thoughtful but concise responses to questions.
- That the strength of the candidate's experience and skillset in the field of partnership working was aptly demonstrated, which would put her in good stead when engaging with the public and partners.
- That the candidate expressed her wish to work closely with the Panel and engage in its working group activities, which Members welcomed.
- That the candidate was keen to learn and absorb the information required to get on with the job, and to listen to the public on behalf of the Commissioner.

The Panel did however note some reservations about the candidate proposed, for which it has sought reassurance from the Commissioner:

- The candidate was honest about her ambitions to return to parliament, describing it as her "dream job". The Panel were concerned that this may give stakeholders the impression that the candidate was not fully committed to the role, or building relationships with individuals and groups, which should be an area that the Commissioner seeks to reassure both the police and the public on.
- That the role of Deputy Police and Crime Commissioner set out by the Commissioner would require the candidate to become a subject expert on a range of topics, and to build good working relationships with partners. This would likely take a significant period of time. In light of the Panel's concerns about the commitment of the candidate to the position, plans should be put in place to ensure that there is a continuation of this work, and that insight and outcomes are clearly recorded, should the position be vacated for any reason.

On the basis of the information provided by the Commissioner, and the discussions held in the Confirmation Hearing, the Panel agreed by majority the proposed recommendations in relation to the appointment of the preferred candidate to the role of Deputy Police and Crime Commissioner

RESOLVED:

That the proposed candidate, Ms Flick Drummond, is recommended to be appointed to the position of Deputy Police and Crime Commissioner.

The Panel also made the following recommendations to the Commissioner relating to the proposed appointment, and the process leading up to the Confirmation Hearing:

RESOLVED:

That:

- 1. The Police and Crime Panel request that informal notification of the intention to appoint to any position under Schedule 1 or Schedule 8 of the Police and Crime Act 2011 is provided to the Chairman and scrutiny officer to the Panel before any briefings are provided to the press or media, in line with the Panel's Confirmation Hearing Protocol.**

- 2. The Chairman requests to meet with the Commissioner to review the process used for communicating the proposed appointment of the Deputy Police and Crime Commissioner to the Panel, and report any lessons learned to a future meeting.**
- 3. The Commissioner responds to the concerns raised in Paragraph 5.2 of this report, to include any actions he intends to take as a consequence.**
- 4. The Commissioner clarifies the process to be followed should a general election be called. Further, that the Commissioner comments on whether his intention would be to appoint a new candidate should this occur before 2020.**
- 5. Clarification is provided on whether the Deputy Police and Crime Commissioner shall be appointed for one year, or until the end of the term of office of the Commissioner.**

Chairman, 26th January 2018

Report of the
HAMPSHIRE POLICE AND CRIME PANEL
CONFIRMATION HEARING FOR THE ROLE OF DEPUTY
POLICE AND CRIME COMMISSIONER

Friday 6 October 2017

1. Executive Summary

- 1.1. This document constitutes the report and recommendations of the Hampshire Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of Ms Flick Drummond to the role of Deputy Police and Crime Commissioner, and is submitted to the Commissioner in accordance with the requirements of Paragraph 10, Schedule 1 of the Police Reform and Social Responsibility Act 2011.
- 1.2. The report recommends that Ms Drummond be confirmed in her appointment to the role of Deputy Police and Crime Commissioner.
- 1.3. The Panel would like to thank Ms Drummond for her attendance at the confirmation hearing on 6 October 2017.

2. Hampshire Police and Crime Panel

- 2.1. The Membership of the Panel for the Confirmation Hearing was as follows:
 - Councillor David Stewart (*Conservative, Isle of Wight*) (Chair)
 - Councillor Jan Warwick (*Conservative, Hampshire*) (Vice Chair)
 - Councillor Reginald Barry (*Liberal Democrat, Co-opted Member*)
 - Councillor John Beavis MBE (*Conservative, Gosport*)
 - Councillor Simon Bound (*Conservative, Basingstoke & Deane*)
 - Councillor Ken Carter (*Conservative, East Hampshire*)
 - Councillor Trevor Cartwright (*Conservative, Fareham*)
 - Councillor Steve Clarke (*Conservative, New Forest*)
 - Councillor Adrian Collett (*Liberal Democrat, Hart*)
 - Mr Michael Coombes (*Independent Co-opted Member*)
 - Councillor Tonia Craig (*Eastleigh Borough Council*)

- Councillor Mike Fairhurst (*Conservative, Havant*)
- Councillor Lisa Griffiths (*Conservative, Winchester*)
- Councillor Ken Muschamp (*Conservative, Rushmoor*)
- Councillor Ian Richards (*Conservative, Test Valley*)
- Councillor Dave Shields (*Labour, Southampton*)
- Councillor Lynne Stagg (*Liberal Democrat, Co-opted Member*)

3. Powers of the Hampshire Police and Crime Panel

3.1. The Panel have the functions conferred by Schedule 1 of the Police Reform and Social Responsibility Act 2011 (Police and Crime Commissioners). This enables them to:

- (i) Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. A 'confirmation hearing' is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;
- (ii) Make a report to the Commissioner on the proposed senior appointment;
- (iii) Include a recommendation to the Police and crime commissioner as to whether or not the candidate should be appointed;
- (iv) Publish the report to the commissioner made under this paragraph.

4. Confirmation Hearing for the role of Deputy Police and Crime Commissioner

4.1. The Panel received notification from the Hampshire Police and Crime Commissioner (hereafter referred to as 'the Commissioner') of the proposed appointment to the role of Deputy Police and Crime Commissioner on 26 September 2017. It was agreed that the Confirmation Hearing would be convened to take place after the Panel's scheduled formal meeting on 6 October 2017

4.2. The Confirmation Hearing was held at 11.35am on 6 October, in the Ashburton Hall, Winchester, Hampshire County Council, and was held in public. Before commencing the part of the hearing where the Panel asked questions of the candidate, Members asked a number of questions of the Commissioner relating to the process followed for the appointment of the Deputy Police and Crime Commissioner. These were:

1. Why do you feel that you require a Deputy to assist you in your role at this time?

2. Has the candidate already taken up a Deputy Police and Crime Commissioner role? If so, how can you justify this taking place before the Panel were provided with formal notification of the intention to appoint a Deputy Police and Crime Commissioner?
 3. A number of the Panel have received correspondence from their constituents, confused as to whether the candidate had already been appointed without a Confirmation Hearing. What messages have you communicated to ensure that the public are clear about the legislated processes to be followed for a Deputy appointment? What processes will change in future to ensure that media interviews do not give the impression that an appointment has been made before a Confirmation Hearing is held?
 4. What duties will the Deputy Police and Crime Commissioner take on from other senior officers?
- 4.3 Members expressed concern that the media were informed of the proposed appointment (and had reported stories that suggested the Deputy post had already been appointed to) before the Panel were made aware of the Commissioner's intentions in this area. Following responses to these questions, the Panel determined to make recommendations to the Commissioner in this area.
- 4.4. After questions to the Commissioner, the Panel asked questions of the candidate which related to her professional competence and personal independence, the answers to which enabled the Members to evaluate their suitability for the role.

Professional Competence

- 4.5. The Panel explored the candidate's ability to undertake the role through an appraisal of the supporting documents provided by the Commissioner, and through questioning. The Panel asked the following questions:
1. What qualities can you offer to this role, and how should we measure your success if appointed?
 2. As neither yourself nor the Commissioner have significant past career experience in the areas of policing and crime, could you describe how you intend to build a sufficient complement of policing knowledge to be able to support the Commissioner in this area?

3. What skills and experience can you bring to the role to help deliver in the promise to make us all 'SAFER' across Hampshire and the Isle of Wight, which the Commissioner alone would not be able to?
 - Do you see yourself as taking up the role of Commissioner in meetings you are attending on his behalf, or would you solely be a deputy?
4. What is your understanding of the relationship of accountability between the Commissioner, the Chief Constable and the Panel?
5. What do you believe should be the relationship between the Commissioner and the Panel, and how would you seek to develop that relationship?
6. How would you intend to build effective relationships with stakeholders?
 - Can you provide us with examples of when you've had to engage with a variety of partners, and outline the skills you have developed as a result of this?
 - How will you monitor the outcomes and successes of the Commissioner's work?
7. Within this role, how will you demonstrate that you are achieving value for taxpayers' money?

Personal Independence

- 4.6. The Panel explored the candidate's ability to act in a manner that is operationally independent from the Commissioner through an appraisal of the supporting documents provided, and through questioning. The Panel asked the following questions:
1. Both you and the Commissioner have represented the public with similar political and geographic backgrounds. How do you intend to ensure that you represent all communities across the whole of Hampshire and the Isle of Wight?
 - How have you compared the differences between yourself and the Commissioner, to ensure that together you provide a balance of skillsets?
 - How will you address and meet the needs of people in diverse communities, especially those living in areas of deprivation, and those in rural areas?

2. How will you ensure that your future intention to stand as an MP does not conflict with the duties and responsibilities of Deputy Police and Crime Commissioner?
 - Can you commit fully to the first year of the role, given that a further general election may be called at any time?
 - What is your view of the Commissioner's campaign to achieve fairer funding for policing in Hampshire?
 3. As Deputy Police and Crime Commissioner, one of your key responsibilities will be to represent the views of the Commissioner to relevant stakeholders. How would you approach a situation if your personal viewpoint conflicted with that you were representing on behalf of the Commissioner?
- 4.7 The Panel retired to a closed session after questions in order to agree their recommendations. The Panel agreed that if members of the press or public were present during this session, there could be disclosure to them of exempt information within Paragraph 3 of Part I Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person.

5. Conclusions and Recommendation

- 5.1. The Panel, through discussions and examination of the evidence in the meeting and the closed session, agreed:
 - That the Panel were unanimous in their agreement that the Commissioner required a Deputy.
 - That the candidate had a clear understanding of the Commissioner's vision of the Deputy role.
 - That the candidate provided thoughtful but concise responses to questions.
 - That the strength of the candidate's experience and skillset in the field of partnership working was aptly demonstrated, which would put her in good stead when engaging with the public and partners.
 - That the candidate expressed her wish to work closely with the Panel and engage in its working group activities, which Members welcomed.
 - That the candidate was keen to learn and absorb the information required to get on with the job, and to listen to the public on behalf of the Commissioner.
- 5.2. The Panel did however note some reservations about the candidate proposed, for which it seeks reassurance from the Commissioner:

- The candidate was honest about her ambitions to return to parliament, describing it as her “dream job”. The Panel were concerned that this may give stakeholders the impression that the candidate was not fully committed to the role, or building relationships with individuals and groups, which should be an area that the Commissioner seeks to reassure both the police and the public on.
 - That the role of Deputy Police and Crime Commissioner set out by the Commissioner would require the candidate to become a subject expert on a range of topics, and to build good working relationships with partners. This would likely take a significant period of time. In light of the Panel’s concerns about the commitment of the candidate to the position, plans should be put in place to ensure that there is a continuation of this work, and that insight and outcomes are clearly recorded, should the position be vacated for any reason.
- 5.3 On the basis of the information provided by the Commissioner, and the discussions held in the Confirmation Hearing, the Panel agreed the following recommendation by majority in relation to the appointment of the preferred candidate to the role of Deputy Police and Crime Commissioner.

RESOLVED:

That the proposed candidate, Ms Flick Drummond, is recommended to be appointed to the position of Deputy Police and Crime Commissioner.

- 5.4 The Panel also made the following recommendations to the Commissioner relating to the proposed appointment, and the process leading up to the Confirmation Hearing:

RESOLVED:

That:

- 1. The Police and Crime Panel request that informal notification of the intention to appoint to any position under Schedule 1 or Schedule 8 of the Police and Crime Act 2011 is provided to the Chairman and scrutiny officer to the Panel before any briefings are provided to the press or media, in line with the Panel’s Confirmation Hearing Protocol.**
- 2. The Chairman requests to meet with the Commissioner to review the process used for communicating the proposed appointment of**

the Deputy Police and Crime Commissioner to the Panel, and report any lessons learned to a future meeting.

3. The Commissioner responds to the concerns raised in Paragraph 5.2 of this report, to include any actions he intends to take as a consequence.
4. The Commissioner clarifies the process to be followed should a general election be called. Further, that the Commissioner comments on whether his intention would be to appoint a new candidate should this occur before 2020.
5. Clarification is provided on whether the Deputy Police and Crime Commissioner shall be appointed for one year, or until the end of the term of office of the Commissioner.

This page is intentionally left blank

HAMPSHIRE POLICE AND CRIME PANEL

Report

| | | | |
|-------------------------|--|--------------|---|
| Date Considered: | 26 January 2018 | Item: | 8 |
| Title: | Council tax Precept 2018/19, Budget 2018/19 and Medium Term Financial Strategy 2019/2020 to 2021/22 | | |
| Contact name: | Andy Lowe, PCC Chief Finance Officer Richard Croucher, Force Chief Finance Officer | | |
| Email: | andrew.lowe@hants.gov.uk richard.croucher@hampshire.pnn.police.uk | | |

1. Recommendations

- 1.1. It is recommended that the Police and Crime Panel support the Police and Crime Commissioner's (PCC's) proposed precept increase of £12 per annum for Band D properties, which is the equivalent of £1 per month, or 23p per week.
- 1.2. The Police and Crime Panel note that 61% of households across Hampshire and the IOW are in properties in council tax bands A-C, and would therefore see a precept increase of less than £12 per annum if the above recommendation is supported.
- 1.3. The Police and Crime Panel note that:
 - At the two public consultation events, in excess of 80% of those in attendance were supportive of a precept increase of £12.
 - 3,897 people completed the PCC's online budget consultation survey, and of those who expressed a preference for a specific precept increase (2,704 people) 75.3% would be prepared to pay £10 or more per annum, and nearly half (46%) would pay between £10 to £75 more per annum.

2. Executive Summary

- 2.1. The updated Police and Crime Plan was launched on 7 December 2016.
- 2.2. The budget proposed is designed to support the priorities of the Plan to help ensure that Hampshire, the Isle of Wight, Portsmouth and Southampton are amongst the safest places to live, work and visit, so that people are empowered to realise their life opportunities.
- 2.3. The Police and Crime Plan starts with and has its foundation in our communities. The four priorities of the plan contribute to the outcome sought, that of keeping people safer. These priorities are:
 - Championing Community Needs

- Strengthen Partnerships
 - Enabling Operationally Effective Policing
 - Reduce Offending
- 2.4. Within the Police and Crime Plan, the Police and Crime Commissioner (PCC) has highlighted the need to ensure that sufficient funding is in place to deliver operationally effective and added-value outcomes that support people and cover the whole range of responsibilities of a PCC, including the significant investments for both policing and commissioning objectives.
- 2.5. The precept decision for 2018/19 needs to take into account both the immediate and medium term resourcing requirements that enable Hampshire, the Isle of Wight, Southampton and Portsmouth to be safer now and in the future.
- 2.6. In setting the precept and budget, the PCC will be seeking to ensure that:
- i) working closely with the Chief Constable, going forward the Constabulary budget continues to enable the delivery of modern, operationally effective policing, that includes capacity for innovation, and
 - ii) sufficient resources are available to the PCC to support 'beyond policing' including commissioning, to allow meaningful impact to be made on the PCC's wider agenda in support of his Police and Crime Plan, including outcomes that reduce demand on policing itself.
- 2.7. Prior to the announcement of the Police Grant Settlement on 19th December 2017, the draft Medium Term Financial Strategy (MTFS) for 2018/19 – 2021/22 (which was shared with the Police and Crime Panel Finance working group) had assumed a continued reduction in Police Grant (a 1.3% reduction in line with previous announcements) and a maximum precept increase without recourse to a referendum of 1.99%.
- 2.8. In announcing the Police Grant settlement for 2018/19, Nick Hurd MP, the Minister of State for Policing and the Fire Service said:
- 'Given the increasing demands on you.....we are protecting Government grant. This means in 2018/19, each PCC will receive the same amount of core Government grant funding as they did 2017/18.*
- We received representations from a number of PCCs asking for more precept flexibility. In 2018/19 PCCs will be able to increase their council tax precept levels by £12 before the need to call a local referendum. This gives PCCs the flexibility to make the right choices for their local area to protect frontline services.'*
- 2.9. The Police Grant settlement therefore confirmed that for 2018/19:
- There would be no reduction to the Police Grant for PCCs in England i.e. the grant payable would be the same as the grant received in 2017/18

- That the cap on the maximum increase in precept would be set at £12 per year for a Band D property

2.10. In addition, the Minister set out that:

‘in order to assist more efficient financial planning, we want to give PCCs and Chief Constables greater visibility on plans for 2019/20. Our intention is to maintain a broadly flat police grant in 2019/20 and repeat the same precept flexibility to allow PCCs to raise an additional £1 a month of local precept in 2019/20. However this is dependent on the police delivering clear progress against agreed milestones on productivity and efficiency in 2018’.

- 2.11. Whilst this further flexibility is welcomed, there is no guarantee beyond 2018/19 on the level of Police Grant nor on the maximum precept increase; in considering setting his budget and precept for 2018/19, and in setting out his MTFS to 2021/22, the PCC can only base his decisions and forecasts on the certainty presented by the 2018/19 settlement, which is a ‘flat cash’ settlement (i.e. the same level of Police Grant as received in 2017/18) and the ability to increase the council tax precept (Band D) by up to £12 per annum.
- 2.12. The Minister of State for Policing and Fire Service also set out that: *‘We will revisit the funding formula at the next Spending Review’.*
- 2.13. This is disappointing as it effectively puts the fairer national funding formula review for Policing on hold, with the resultant increase in the risk of greater funding pressure for those PCCs and forces who do not currently receive a fair allocation of the funding, a situation that applies to the Hampshire Policing area.
- 2.14. This report presents the projected revenue and capital budgets for the five year period 2017/18 to 2021/22 based upon current guidance and assumptions.
- 2.15. The PCC’s proposal is for a £12 increase in his council tax precept for 2018/19 (for a Band D property), as set out in section 6. It should be noted that 61% of households across Hampshire and the IOW are in Bands A – C, and so we will see an increase of less than £12 per annum (see paragraph 6.9)
- 2.16. On the assumption of a £12 precept increase (Band D), this report sets out that the PCC can:
- Set a balanced budget for 2018/19; in delivering a balanced budget section 8 sets out that savings of circa £8.15m will still be required in 2018/19.
 - Fund the significant one off costs of £12.768m to deliver the critical pressures/growth items which enable the Constabulary to continue to be a modern, operationally effective Police Service, to keep ahead of those criminals who wish us harm (see paragraphs 7.13 – 7.38).

- Fund the associated recurrent revenue costs of £4.6m per annum for the above growth items, as set out in paragraphs 7.13 – 7.38.
 - Accommodate the impact of a national pay award of up to 2% (see paragraphs 7.6 – 7.9), which is an additional £2.5m incremental each year from September 2018 compared with a 1% pay award (1% was the pay assumption included in the draft MTFS). This has a significant impact on the budget in the medium term.
- 2.17. This report also sets out that on the assumption of a £12 precept increase (Band D) for 2018/19, followed by precept increases of 1.99% in each of the following 2 years (2019/20 – 2020/21), that a balanced budget can be achieved over the 3 year period; to deliver the balanced budget, total savings of £18.8m will still be required over the 3 years 2018/19 – 2020/21, and these are set out in section 8.
- 2.18. In the final year of the MTFS (2021/22), after allowing for the precept increases set out above, and a further 1.99% precept increase in 2021/22, further savings of £5.97m will still need to be achieved to deliver a balanced budget (total savings of £24.75m over the 4 year period); indicative savings of £5.5m from local policing have been targeted in 2021/22 to contribute to this (see paragraph 2.24).
- 2.19. In considering whether or not to use his new flexibility, to increase the precept by up to £12, the PCC has given due consideration to the views of the public and also the consequences of setting a lower precept; the original planning assumption had been for a 1.99% increase.
- 2.20. If the PCC only increases the precept by 1.99%, instead of by the proposed £12, it is clear that:
- significant further savings would be required to balance the budget over the next 3 years; specifically £5.5m reductions to local policing (the equivalent of 120-150 less people¹ policing in our communities) would have to be brought forward by one year for delivery in year 3 (2020/21), with the resultant impact of reducing the Chief Constable's ability to support the Commissioner in the delivery of his plan which is to keep people safer.
 - the significant and essential investment of £12m required over the next 3 years in technology, IT infrastructure and digital, in order to ensure that the Constabulary remains a modern, operationally effective police service, would have led to further difficult choices and additional savings having to be made, as the current unallocated funds available within the Transformation Reserve (£7m) are insufficient to meet the

¹ Source: Hampshire Constabulary

investment required. A £12 precept increase allows this one off investment of £12m and associated ongoing revenue costs of £4.6m to be fully funded from within the revenue budget, thereby reducing the impact on reserves.

2.21. In proposing a £12 precept increase, the PCC has taken account of the feedback to date from his precept consultation events, which has shown significant support for a precept increase.

2.22. The public consultation exercise has had two distinct elements:

- **An online survey/questionnaire** which has been open and promoted to the public since 6 December 2017. As at the 16 January 2018 (date for publication of this report), 3,897 residents from across the Hampshire Policing area have fed back their views by completing the online survey.
- The survey asked whether individuals would support precept increases at differing levels from 'up to £5 per annum' to 'up to £75 per annum'. The results show that of those who expressed a preference for a specific precept increase (2,704 people) 75.3% would be prepared to pay £10 or more per annum, and nearly half (46%) would pay between £10 to £75 more per annum. (Shown in the table below)
- This is further complicated by 61% of households being in Band A-C (as seen in paragraph 6.9), as it means a significant number of households would have an actual annual precept increase of less than £12 (as the £12 increase is only for a Band D property).

| The figure residents would be willing to contribute | Number of respondents | % of respondents | % without 'other' category |
|--|------------------------------|-------------------------|-----------------------------------|
| Up to £5 per year | 668 | 21.46% | 24.70% |
| Up to £10 per year | 782 | 25.12% | 28.92% |
| Up to £20 per year | 440 | 14.13% | 16.27% |
| Up to £25 per year | 345 | 11.08% | 12.76% |
| Up to £50 per year | 336 | 10.79% | 12.43% |
| Up to £75 per year | 133 | 4.27% | 4.92% |
| Other | 409 | 13.14% | |
| Total | 3,113 | 100.00% | 100.00% |

A verbal update on the final numbers and feedback will be provided to the Police and Crime Panel at this meeting.

- **Face to face consultation events** - two separate face to face consultation events were also held on Saturday 13 January 2018, one in the south of Hampshire (Netley) and one in the north of Hampshire (Basingstoke). In total 119 people attended the two events.

These events allowed residents to be given a briefing on how the budget is spent, the budget shortfall, and the operational impact of savings, so that they could give an informed opinion on the precept increase.

From the feedback responses (based on 113 responses using the interactive voting) an overwhelming number (86%) were in favour of a precept increase of £12 per annum.

2.23. Further detail on the consultation exercise and feedback is provided in section 12.

2.24. In summary, implementing the £12 increase for 2018/19 will still require difficult choices to be made and significant savings to be delivered, but compared with setting a lower precept will allow some breathing space to continue to transform the Hampshire Policing service into one that is not just fit for the immediate years ahead but one that can keep developing and investing to meet the challenges of 2035. This includes allowing time to fully consider the best way to reconfigure local policing within the reduced resources available, as the proposed £5.5m reductions to local policing are now pushed back a year to 2021/22.

3. Context and Current Financial Situation

- 3.1. The funding situation in Hampshire remains critical, a point which was made to the Minister of State for Policing and Fire Service in a joint letter from the PCC and the Chief Constable in January 2017.
- 3.2. Based on this assessment of critical, the PCC implemented the maximum permitted Council Tax precept increase (without recourse to a referendum) of £5 to sustain services in 2017-18.
- 3.3. In their joint letter, the PCC and Chief Constable set out their view that the current funding formula is not fair, and does not deliver sufficient funding for the policing and commissioning needs of the Hampshire Policing area.
- 3.4. There is recognition from the Home Office, and significant agreement amongst PCCs and forces that the current funding formula for distributing general government grant is not currently fit for purpose and hence unfair.
- 3.5. The joint letter set out that whilst confident that a further £10m of efficiency savings could be delivered towards the medium term budget gap (which at that time was £23m), that unless addressed by a national funding increase and a revised national funding formula, that to deliver further savings beyond the £10m the force would have to embark on further reductions in policing that would potentially increase risk to the public.
- 3.6. Recent experience suggests the risk associated with further reductions in policing beyond £10m is unlikely to go unchallenged from the scrutiny of national inspection that looks at all forces with equal eyes irrespective of financial position.

- 3.7. To provide the context for looking forward and the scale of the challenge, the table below shows the extent of savings already delivered in recent years; reductions in grant and additional financial pressures such as inflation have required planned savings of £82m to be achieved during the period 2011/12 to 2017/18.

Annual and Cumulative Savings

| Savings | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 | 17/18 |
|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | £m | £m | £m | £m | £m | £m | £m |
| In year | 16 | 20 | 6 | 12 | 13 | 13 | 2 |
| Cumulative | 16 | 36 | 42 | 54 | 67 | 80 | 82 |

- 3.8. The context is that for the most part efficiency savings which do not have an operational impact have already been identified and delivered.
- 3.9. Even though the Constabulary has made significant savings, against a backdrop of being underfunded, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) annual PEEL Efficiency Assessment of the Force continued to provide an overall rating for efficiency of 'Good' when it undertook its latest inspection in 2016. However, without increased funding and continued investment, it will become increasingly harder for the Chief Constable to meet the PCC's desire to keep the residents of Hampshire, IOW, Portsmouth and Southampton safer.
- 3.10. HMICFRS does however recognise that the force faces a challenging financial position, and set out in their latest Value for Money profile for the Hampshire Constabulary that the force spends £47.8m less than the average force (based on cost per head of population, and taking account of the police grant and precept income) due to its under funding.
- 3.11. The PCC and Chief Constable have lobbied government and continue to lobby government on behalf of the residents of the Hampshire Policing Area, as to the adverse impacts of the current police funding formula on people now and the risk to their future needs being met, and further comment is set out in section 4 below.
- 3.12. As set out in section 4, Hampshire suffers from negative damping of circa £10m per annum; this represents additional funding which the existing funding formula would deliver to Hampshire if damping was not being applied. This is a significant sum and represents over a third of the projected recurrent funding shortfall of £24.75m by 2021/22.
- 3.13. Hampshire's position is further impacted as it has a relatively low police precept compared to other PCC areas; in 2016/17 Hampshire had the 10th lowest precept and in 2017/18 has the 12th lowest precept. The 1.99% precept cap has been a limiting factor for Hampshire as proportionately raising the precept by the maximum allowable within the cap in cash terms allows for a lower increase than in those areas with a higher precept; this was arbitrary and did not provide a level playing field.

- 3.14. Whilst the PCC welcomes the new flexibility for 2018/19 to allow a precept increase of up to £12 (Band D), as this flexibility is available to all PCCs, the inequity set out above remains.
- 3.15. The combination to date of reduced funding, damping, the constraint on council tax increase and the increasing demands placed on the PCC and Chief Constable, mean that the funding situation in Hampshire remains critical.
- 3.16. The financial risk should be seen alongside the PCC's and Chief Constable's determination:
- To continue to deliver change necessary to defeat criminals and those who wish us harm, staying ahead of their intentions;
 - To find efficiencies wherever possible to absorb financial pressure and increases in demand;
 - To be innovative, reflecting good and best practice for the future and in a way that can be scalable and shared with others, as we would seek to learn from others;
 - To recognise that without the necessary investment in skills, innovation and change, people will be less safe.
- 3.17. In summary, whilst the funding position remains critical, the Police Grant Settlement of 'Flat cash' for 2018/19 is welcomed, as is the flexibility to increase the precept by up to £12, as both measures together allow some easement to the immediate pressure which the PCC and Chief Constable were facing in setting a balanced budget both for 2018/19 and for the medium term through until 2021/22.
- 3.18. However, significant savings of £24.75m are still required over the next 4 years to balance the budget in the medium term, with £8.15m of those savings required next year (2018/19). In addition, further savings of £16.6m have been identified over the period 2019/20 through to 2021/22, which would deliver a balanced budget in 2021/22:

| | £M |
|--------------------------------------|----------|
| MTFS budget shortfall 18/19 – 21/22 | 24.75 |
| Savings identified 2018/19 | (8.15) |
| Savings identified 19/20 – 21/22 | (16.6) |
| MTFS Budget shortfall 2021/22 | 0 |

- 3.19. The easement in the overall position can only be achieved through raising taxation locally, and the fundamental issue of the PCC being underfunded through the national funding formula remains, with no remedy via a fairer national funding formula seemingly any closer to being achieved.

4. The Funding Formula & Damping

- 4.1. As set out above, the PCC, Chief Constable and many other respected bodies and individuals, are of the view that the current funding formula is not fit for purpose, and specifically in the local context the PCC and Chief Constable are clear in their view that the funding formula does not deliver a fair funding allocation to the Hampshire Policing Area.
- 4.2. Successive Ministers have committed to address this inequality, with the debate on the police funding formula dating back to 2009. Two previous reviews have failed to land a new formula, including the 2015 review which was withdrawn as deemed not valid for consideration. The current review, now stalled, was widely agreed to have a better evidence base.
- 4.3. The current share of police grant received today by the PCC is still based on the outdated and unfair funding formula that remains in place, and Damping (see para 4.9 – 4.14) continues to have a further adverse effect.
- 4.4. The Minister of State for Policing and Fire Service set out in his letter to PCCs on the Police Settlement, that there are no immediate plans to conclude and implement a review of the funding formula; the Minister's letter was clear that the funding formula will not be revisited until the next spending review.
- 4.5. In the absence of a new national fairer funding formula, the Hampshire Policing area continues to be underfunded compared to other PCC areas.
- 4.6. As a result, even with a precept increase of £12 in 2018/19, the level of savings required in the medium term are £24.75m by 2021/22; consequently, the Chief Constable is proposing to the PCC reductions and changes in policing that in her professional judgement have the potential to increase risk to the public. There is an additional risk into the future that these savings impact not only business as usual, but also impact the necessary change and innovation that keeps Hampshire Constabulary at the forefront of professional policing, serving the community and keeping people safer.
- 4.7. The PCC and Chief Constable will continue to lobby Government on the basis that the existing funding formula is nationally unfair overall, that the introduction of a new fairer funding formula should not be delayed until the next spending review and, specifically, that the existing formula does not deliver a fair allocation of Government funding to Hampshire.
- 4.8. In addition to the joint letter the PCC and Chief Constable sent to the Minister of State for Policing and Fire Service in January 2017, a further submission was made in September 2017 which continued to highlight the funding inequity and focused in on the increasing casework complexity, increased demand (as well as reporting) and increasing

spectrum of risks faced by the Chief Constable and acknowledged by the PCC.

Damping

- 4.9. The current formula has never actually been fully applied as 'floors and ceilings' have been used to damp any changes to individual forces.
- 4.10. The damping process exacerbates the position for the Hampshire Policing Area as it has the effect of reducing the amount of funding that should be received according to the current agreed funding formula.
- 4.11. The amount of funding 'lost' through damping when the formula was last run in 2013/14 was £10m per annum (Appendix B). This is the fourth highest negative damping amount across the 37 PCCs in England, and this has a significant impact on the overall funding position, equating to over a third of the current £24.75m projected shortfall by 2021/22 (without the impact of damping, the budget would be balanced for 2018/19 without the need for immediate savings).
- 4.12. Appendix B sets out how damping impacts PCCs across the country; it cannot be equitable that the largest positive damping amount per annum is £21.6m whilst Hampshire has to take a damping reduction of £10m.
- 4.13. The Home Office has indicated that it will not be re-running the formula or reducing the impact of damping until a new formula is introduced; instead all PCCs will receive either the same percentage reduction in government grant each year, or as for 2018/19 receive the same level of 'flat cash' each year, which:
 - Does not take into account any relative changes in the factors that create additional demand and cost.
 - ignores the current impact of damping, which reduces the funding due under the current formula; the damping 'loss' for Hampshire for 2018/19 will be around £9m, having adjusted for the overall grant reductions since 2013/14.
- 4.14. The result of the decision to put the formula review on hold until the next spending review is that the Hampshire PCC will continue to receive lower than average grant funding for the period that this necessary updating of the formula is kept in abeyance; the current damping will continue to exacerbate the adverse effect on Hampshire's funding position.

5. Provisional Grant Settlement 2018/19 - Flat cash

- 5.1. Since 2010/11, government Police Grant has reduced by 24%.

Annual and Cumulative Government Grant Reductions

| Savings | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 | 17/18 |
|---------------|-------|-------|-------|-------|-------|-------|-------|
| Cash cut % | 6% | 6% | 2% | 5% | 4% | 1% | 1% |
| Cash cut £m | 14.1 | 14.4 | 3.2 | 10.1 | 10.1 | 1.1 | 2.5 |
| Cumulative £m | 14.1 | 28.5 | 31.7 | 41.9 | 52.0 | 53.1 | 55.6 |
| Cumulative % | 6% | 12% | 13% | 18% | 22% | 23% | 24% |

- 5.2. The previous Chancellor of the Exchequer, announced in the Spending Review and Autumn Statement on 25 November 2015 that there would be no cuts to policing in real terms.
- 5.3. The then Home Secretary clarified in her letter to PCCs and Chief Constables on 25 November 2015 that:
- ‘The Chancellor and I have agreed a fair deal for the police. This settlement gives Chief Constables and Police and Crime Commissioners immediate certainty that police spending will be protected in real terms over the Spending Review period, when local precept income is taken into account.....total central Government resource funding to policing, including funding for counter terrorism, will be reduced by 1.3% in real terms over four years. Taking into account the scope that you have to raise local council tax, this means a flat real settlement for policing as a whole.’*
- 5.4. That letter went on to say that ‘ You should plan on the basis that the overall referendum limit for police precept will be maintained at 2% over the Spending Review period for Police and Crime Commissioners in England ’.
- 5.5. There was a clear intention set out in 2015 by the then Chancellor of the Exchequer and Home Secretary (now Prime Minister) that police funding overall should be protected over the Spending Review period at 2015 ‘Flat Cash Rates’ as the baseline for this protection. In order to achieve this, precept increases would be necessary at a capped level to sustain this protection including a rebalancing of the national and local tax.
- 5.6. Therefore the achievement of ‘flat cash’ in 2016/17 and 2017/18 was only achieved through a combination of a cut in the Police Grant, offset by a required increase in the council tax precept.
- 5.7. The position as announced in the Police Grant settlement on the 19th December represented a substantial shift in the funding position such that the Police Grant for 2018/19 is an actual ‘flat cash’ settlement i.e. the Police Grant received by the PCC for 2018/19 will be exactly the same as that received in 2017/18.
- 5.8. The Minister of State for Policing and Fire set out the following in his letter to PCCs on the 19 December 2017:

*'In the last two years, the Government maintained broadly flat cash force budgets by reducing Government grant as precept increased. Had we taken that approach to the 2018/19 settlement, Government grant would have reduced by over £60m. Given the increasing demands on you, I have decided not to take that approach. **Instead, we are protecting Government grant. This means in 2018/19, each PCC will receive the same amount of core Government grant funding as they did 2017/18.***

- 5.9. Whilst the preference remains for a new national fairer funding formula to be implemented as a priority, this shift in the grant settlement to a true 'flat cash' position is welcome, and is recognition of the extensive lobbying by the PCC and his colleagues as to the serious risks facing the delivery of policing as a result of continuous grant settlement reductions and restrictions on the level of precept which could be raised without recourse to a referendum.
- 5.10. It should also be noted that whilst welcome, the 'flat cash' position for 2018/19 still represents a real reduction in spending power, as 'flat cash' ignores the impact of inflation, pay awards, and the demand pressures experienced by and needing to be absorbed within the PCC's and Constabulary budget.

Police Grant Beyond 2018/19

- 5.11. The Minister of State for Policing and Fire Services set out in his letter to PCCs on the settlement on the 19th December that:
- 'In order to assist more efficient financial planning, we want to give PCCs and Chief Constables greater visibility on plans for 2019/20. **Our intention is to maintain a broadly flat police grant in 2019/20 and repeat the same precept flexibility to allow PCCs to raise an additional £1 a month of local precept in 2019/20. However this is dependent on the police delivering clear progress against agreed milestones on productivity and efficiency in 2018.***
- 5.12. Whilst the Minister has indicated that the 'flat cash' settlement position may be repeated for 2019/20, at this stage this is a caveated offer which is by no means guaranteed.

- 5.13. The MTFS does not therefore include an assumption around continued 'flat cash' Police Grant in 2019/20; the assumption remains in line with previous forecasts, which is a 1.3% per annum reduction to the Police Grant.

Capital Grant

- 5.14. Capital grant has been included within this budget report.

Ministry of Justice Grant

- 5.15. Grant from the Ministry of Justice has been included as an estimate pending confirmation.

Council tax Freeze Grant

- 5.16. In the current year the PCC is in receipt of Council tax Freeze Grant relating to 2011/12 of £2.520m. The continuation of this grant has been confirmed for 2018/19, and has been assumed to be continued for the duration of the MTFS.

Council tax Support Grant

- 5.17. The PCC will continue to receive council tax support grant in 2018/19 of £10.424m, which is equivalent to 10% of the council tax precept in 2012/13, to reduce the impact of the loss of council tax precept expected from lower council tax bases as a result of the changes to council tax support made in 2013/14. Decisions taken by local billing authorities regarding council tax support has a direct impact on the council tax base, and therefore on the amount of precept that the PCC will receive.

6. Council tax Precept

- 6.1. Each year the Government sets a referendum limit; the limit in recent years for most PCCs has been a maximum 1.99% increase
- 6.2. In a significant shift in policy, the Minister of State for Policing and the Fire Service announced that:
- 'we received representations from a number of PCCs asking for more precept flexibility. In 2018/19 PCCs will be able to increase their council tax precept levels by £12 before the need to call a local referendum. This gives PCCs the flexibility to make the right choices for their local area to protect frontline services.'*
- 6.3. Whilst the PCC welcomes the flexibility provided through the settlement to allow a precept increase of up to £12 per annum for a Band D property, and recognises that a £12 precept increase would allow a significant easement to the overall financial position, he is acutely aware that this easement can only be achieved through raising taxation locally; the fundamental issue of the PCC being underfunded through the national funding formula remains, with no remedy via a fairer national funding formula seemingly any closer to being achieved.
- 6.4. Any precept increase above the referendum limit of £12 will be deemed by the Government to be excessive and therefore a public referendum vote, within the area covered by the proposed increase, would be required to take place to gain approval for an increase in excess of £12.
- 6.5. As the referendum limit is an increase of £12, this means that PCCs with precepts that are already high will be able to put their precept up by the same cash increase as PCCs with a lower precept. This is perverse and serves to maintain the funding inequality gap between PCCs.
- 6.6. Since 2013/14, precept increases in Hampshire have been approved at the maximum amount permitted within the referendum limit, which is in line with Government policy. This has partially mitigated the impact of the grant reductions, although significant savings have still been required.

- 6.7. The PCC's proposal is for a £12 increase in his council tax precept for 2018/19 (for a Band D property).
- 6.8. The current Band D council tax precept for Hampshire Constabulary is £165.46, which is the 12th lowest in the country. If the PCC was to increase the Band D precept by £12 per annum, and all other PCCs maintained their precept at their existing level (i.e. implement no increase to the precept from 2017/18), the Hampshire precept would still be less than the average for PCCs across England.
- 6.9. It is also important to note that a significant number (61%) of households across Hampshire and the IOW are in properties in bands A – C, and so the increase for those households will be less than £12 per annum, as shown below:

| <u>2018/19</u> | | | Increase | | | Number of Households | % | Number of Households Bands A - C |
|----------------|---------|--|----------|-----------|----------|----------------------|----------------|----------------------------------|
| | | | Per Year | Per Month | Per Week | | | |
| Band: A | £118.31 | | £8.00 | £0.67 | £0.15 | 105,864 | 12.74% | 12.74% |
| B | £138.02 | | £9.33 | £0.78 | £0.18 | 180,336 | 21.71% | 21.71% |
| C | £157.74 | | £10.66 | £0.89 | £0.20 | 217,573 | 26.19% | 26.19% |
| D | £177.46 | | £12.00 | £1.00 | £0.23 | 141,368 | 17.02% | |
| E | £216.90 | | £14.67 | £1.22 | £0.28 | 96,228 | 11.58% | |
| F | £256.33 | | £17.33 | £1.44 | £0.33 | 54,271 | 6.53% | |
| G | £295.77 | | £20.00 | £1.67 | £0.38 | 31,587 | 3.80% | |
| H | £354.92 | | £24.00 | £2.00 | £0.46 | 3,405 | 0.41% | |
| Total | | | | | | 830,632 | 100.00% | 60.65% |

- 6.10. The breakdown of the Hampshire precept by council tax band is shown in further detail in Appendix C, including how the precept in the current year compares with those of other PCC areas. The table below shows for a range of precept increases (up to the maximum of £12) the level of precept income which can be raised.

Comparison of Band D precept increase options

| Precept increase | 18/19 Band D precept (£) | Total precept (£) |
|------------------|--------------------------|-------------------|
| Band D zero% | 165.46 | 111,514,600 |
| Band D 1.99%* | 168.75 | 113,731,900 |
| Band D £12 | 177.46 | 120,435,000 |

* The planning assumption in the draft MTFS shared with the PCP Finance working group was 1.99%

- 6.11. In considering the precept options available, and whether or not to use the new flexibility allowing a £12 precept increase, the PCC has given consideration to the extent to which the final proposed precept increase enables the delivery of the priorities in his Police and Crime Plan to keep

people safer, and enables the four priorities of the plan which include ensuring that the Chief Constable is able to deliver modern operationally effective policing.

6.12. The PCC has also given due consideration to the consequences of setting a lower precept; the original planning assumption had been for a 1.99% increase.

6.13. If the PCC only increases the precept by 1.99%, instead of by the proposed £12, it is clear that:

- significant further savings would be required to balance the budget over the next 3 years; specifically £5.5m reductions to local policing (the equivalent of 120-150 less people² policing in our communities) would have been required to be brought forward for delivery in year 3 (2020/21), with the resultant impact of reducing the Chief Constable's ability to support the Commissioner in the delivery of his plan which is to keep people safer.
- the significant and essential investment of £12m required over the next 3 years in technology, IT infrastructure and digital, in order to ensure that the Constabulary remains a modern, operationally effective police service, would have led to further difficult choices and additional savings having to be made, as the current unallocated funds available within the Transformation Reserve (£7m) are insufficient to meet the investment required. A £12 increase allows this one off investment of £12m and associated ongoing revenue costs of £4.6m to be fully funded from within the revenue budget.

6.14. In proposing a £12 precept increase, the PCC has also taken account of the feedback to date from his Precept consultation, which has shown significant support for a precept increase.

6.15. The PCC has concluded, following consultation with the Chief Constable, and having due regard to her recommendations on options for the delivery of modern, operationally effective policing, which have the least impact on keeping residents safer, that increasing the Band D precept by £12 per annum provides the best opportunity to ensure that the residents of Hampshire and the IOW are kept as safe as possible.

Council tax Precept increase beyond 2018/19

6.16. In addition to announcing precept flexibility for 2018/19, Nick Hurd MP, Minister of State for Policing and the Fire Service, set out as part of the settlement that:

'in order to assist more efficient financial planning, we want to give PCCs and Chief Constables greater visibility on plans for 2019/20. Our

² Source: Hampshire Constabulary

intention is to maintain a broadly flat police grant in 2019/20 and repeat the same precept flexibility to allow PCCs to raise an additional £1 a month of local precept in 2019/20. However this is dependent on the police delivering clear progress against agreed milestones on productivity and efficiency in 2018’.

- 6.17. Whilst this further flexibility is welcomed, there is no guarantee beyond 2018/19 on the level of the maximum Precept increase; in considering setting his budget and Precept for 2018/19, and in setting out his MTFS to 2021/22, the PCC can only base his decisions and forecasts on the certainty presented by the 2018/19 settlement.
- 6.18. This MTFS is therefore based on an assumed precept increase of £12 per annum in 2018/19, and increases of 1.99% per annum from 2019/20 – 2021/22.

7. The MTFS 2018/19 – 2021/22: Other Assumptions

- 7.1. The MTFS for 2017/18 to 2021/22 is shown at Appendix D of this report. It provides a forecast of the financial position over the next four years, plus a firm indication of the position for the 2018/19 budget. The future years’ forecast can be used to assist in the decision making for the 2018/19 budget and other processes during the year.

Government Grant

- 7.2. No firm information is currently available on the budget settlement for 2019/20 or beyond; estimates have therefore been included within the projections based on previous Government statements and proposed allocations to the Home Office by the Treasury, and assume a continued 1.3% reduction in Police Grant per annum.

There is an indication that the Government may continue with a further ‘flat cash’ settlement in 2019/20, which would mean that the Police Grant would not reduce but be maintained at its 2018/9 level; however, as set out earlier in this report, there are caveats attached which mean that ‘flat cash’ is not guaranteed for 2019/20. For this reason, for planning purposes, the MTFS still reflects a 1.3% reduction in Police Grant.

The position will of course continue to be reviewed, and the MTFS updated accordingly should the position firm up around a continued ‘flat cash’ Police Grant and Precept flexibility for 2019/20.

Inflation and Pay

- 7.3. Inflation has been included where necessary. The budget includes provision for inflation for contract spend and other areas where inflationary increases are expected to be unavoidable.
- 7.4. The inflation assumptions applied are shown in Appendix A. In some cases such as cleaning, inflation factors will be known as they are included within multi-year contracts. In most cases inflation is unknown. A default rate of 2.0% has been used where inflation is unknown, in line with the Bank of England target rate.

- 7.5. The most significant inflation value is the pay award. The Chancellor's budget in November 2017 removed the public sector pay cap of 1%.
- 7.6. In December 2017, local government employers offered a 2 year pay award for local government staff of 2% per annum.
- 7.7. Discussions have taken place nationally within policing and it has been agreed that it is sensible to provide for a 2% increase in pay for police personnel. Pay awards in policing are implemented with effect from 1 September each year so the first 2% per year pay award would be from 1 September 2018.
- 7.8. The full year cost of a 2% pay award for all personnel is £5m, and the extra 1% assumption (compared with the MTFS assumption of a 1% pay award) has therefore added an additional incremental cost to pay of £2.5m per annum.
- 7.9. In addition to the above, the 2018/19 budget must absorb the second half of the 2017 pay award that awarded officers a 1% pay increase with an additional 1% unconsolidated (non-pensionable) payment.
- 7.10. The value of sterling does have the potential to increase inflation for items procured from foreign countries, most notably technology solutions from the USA and building supplies. Therefore, additional budgetary pressure could be caused by inflation.

Pension Costs

- 7.11. There continues to be some uncertainty over future pension costs. The Police staff scheme contributions were increased as part of the 2017/18 budget and further increases have been built into the MTFS. Increased contributions for the Police Officer schemes are also expected, but no information is currently available. An amount of £1m has therefore been estimated and added to the budget for 2019/20 onwards.

MTFS Position

- 7.12. The MTFS at Appendix D includes a significant assumption that savings of £24.75m are delivered, which enables the budget to be balanced over the 4 year period, based on the assumption of council tax precept increases of £12 per annum for 2018/19, and 1.99% per annum for 2019/20 onwards.

Cost Pressures and Growth

- 7.13. In any given financial year the PCC's overall budget will be faced with demand/cost led spending pressures and also with a range of growth initiatives; growth items are usually a choice whereas a demand/cost pressure is usually unavoidable.
- 7.14. There are significant pressures/growth items included in the 2018/19 budget and later years, which are predominantly technology costs required to replace existing technology or to introduce new technology being implemented nationally in order to move toward the Policing Vision 2025.

- 7.15. The budget pressures for 2018/19 shown in the summary at Appendix D total £11.664m. The table below breaks these costs down to enable further description of the nature of the expenditure and to show the ongoing costs:

| | 2018/19 | 2019/20 | 2020/21 |
|----------------------------------|---------------|--------------|---------------|
| Capital/one-off | £m | £m | £m |
| ICT & Digital Strategy | 5.312 | 4.112 | 2.642 |
| Tasers | 0.232 | 0.000 | 0.000 |
| People Strategy | 0.425 | 0.042 | 0.004 |
| Sub-total capital/one-off | 5.969 | 4.154 | 2.645 |
| Revenue ongoing | | | |
| OPCC | 0.440 | 0.440 | 0.440 |
| Commissioning | 0.700 | 0.700 | 0.700 |
| ICT & Digital Strategy | 1.159 | 2.057 | 2.434 |
| ANPR | 0.513 | 0.513 | 0.513 |
| Ill health retirements | 0.500 | 0.500 | 0.500 |
| Sub-total revenue | 3.312 | 4.209 | 4.586 |
| Contributions to reserves | 2.383 | 0.250 | -1.245 |
| Total | 11.664 | 8.613 | 5.987 |

OPCC

- 7.16. An additional £0.440m has been added to the budget of the Office of the Police and Crime Commissioner to pay for essential staff; a significant element of this figure (£280k) is to fund the ongoing delivery of the PCC's Police and Crime Plan (PCP). In previous years the PCP has been funded by a draw from reserves on an annual basis. As reserves reduce to fund necessary investment, it is no longer feasible or desirable to fund the delivery of the PCP from reserves, and hence an allocation is now allowed for within the revenue budget.
- 7.17. The remaining increase in the budget is to ensure that sufficient resources are in place to fund the necessary support to the Commissioner (e.g. provision for a Deputy or Assistant PCC, and Executive Office).

Commissioning

- 7.18. When the Office of the Police and Crime Commissioner was created, funding was received through the Safer Communities Fund to deliver commissioning. The funding was transferred from existing grants from central government that were already sustaining local organisations, but was top-sliced by 25%.
- 7.19. Consequently, the Police and Crime Commissioner created a fund within reserves to pay for the additional 25% (£0.5m pa) to avoid disinvesting in the commissioning of local services. That reserve is now fully committed and there remains an ongoing need for the Police and Crime Commissioner to commission services. Therefore, £0.7m will be added to the base revenue budget to enable commissioning to continue on an ongoing basis, without the need to fund from reserves.

Technology and ICT

7.20. The Police and Crime Commissioner and Chief Constable are committed to making the best use of technology to provide better quality services to the public and to take advantage of the efficiencies that are available.

7.21. A total of £6.472m is provided for the ICT Roadmap and Digital Strategy.

7.22. In the Police Grant Report the Minister specifically references the investment that has already taken place in technology and also the need to continue to invest in new technology. One of the three clear priorities to achieve that the Minister sets out in the report is:

“A modern digitally enabled workforce that allows frontline officers to spend less time dealing with bureaucracy and more time preventing and fighting crime and protecting the public. If all forces could deliver the same one hour per officer per day of productivity benefits from mobile working as the best in a recent sample with eight forces, that has the potential to free up the equivalent of 11,000 extra officers nationally to provide the proactive policing that committed police officers want to deliver.

We will work with policing to set up a specialist team to make sure all police forces have access to, and make use of, the best mobile working apps to enable forces to free up extra hours to spend at the frontline.”

7.23. Therefore, there is a requirement to provide funding within the budget to maintain existing technology that is already delivering more effective and efficient ways of working, as well as new funding to meet the need to keep pace with new technology becoming available as part of the nationally co-ordinated efforts to roll out more digital solutions to free up officer time.

7.24. The PCC and Chief Constable recognise the importance of technology and have prioritised investment in order to reap the benefits that will improve the service to the public, make processes simpler for personnel, meet the Minister’s priorities, and continue to drive efficiency and effectiveness.

7.25. **ICT** - the ICT Roadmap (sub-total £4.116m) sets out additional funding required to be built into the budget for essential replacements. The technology must be replaced in order to keep up to date, but the newer versions of technology also offer more opportunities that can be exploited for further efficiencies.

7.26. For example, the replacement of mobile devices (laptops, phones, body worn video) that are now used to deliver core services requires £1.346m funding in 2018/19. There is £0.678m included for the upgrade of operating systems to Windows 10 to ensure that security remains up to date and that access to the police national systems can continue. There is a further £0.678m included for the introduction of Office 365 as part of the National Police Technology Council roll-out, which will require all forces to use Office 365 in order to share information better. The refresh of servers and infrastructure is budgeted at £0.516m. There is £0.450m to provide for additional storage for the High Tech Crime Unit due to the

increase in data that must be examined and stored for evidential purposes. Provision for additional storage for the wider force is included at £0.200m.

- 7.27. **Digital** - the Digital Strategy (sub-total £2.356m) seeks ways of introducing new technology to deliver benefits in the way that services are delivered. For example, £0.683m is budgeted for the introduction of Digital Evidence which is a national strategy that will allow evidence to be stored and exchanged with partner agencies.
- 7.28. A further £0.584m is provided for digital contact, including piloting the new national digital online services which will deliver an enhanced customer service and create efficiencies in future years as some transactional services can be moved to make greater use of digital capability. This investment will allow more convenient methods of communication with the public including social media.
- 7.29. There is £0.315m for digital architecture and governance to adopt, create and manage rules that will define common data standards, how data is held and how data is used. The allocation includes £0.310m for the "Two Way Interface" known as TWIF that will be required to send and receive data held in the crime recording system (Niche RMS) to and from courts.
- 7.30. The strategy includes £0.176m for a single instance of gazetteer. This will mean that all systems will use the same gazetteer to record and plot addresses (e.g. incident locations). A further £0.156m is included for the technology elements of introducing the new National ANPR System (NAS). The ANPR (auto number plate recognition) technology can be used to identify vehicles that should not be on the road and provide vital intelligence.

ANPR

- 7.31. A further £0.513m is included to provide for more ANPR cameras across the road network and to set up joint working practices with Thames Valley Police to increase the range of capability and sharing of assets.

III Health Retirements

- 7.32. The annual revenue budget of £0.500m for ill health retirements has been consistently overspent in recent years. The number of ill health retirements is inherently difficult to predict but the spend in 2017/18 is again over budget. In recognition, an increase of £0.5m to the budget is required, as a minimum. Should the budget be underspent in 2018/19, any underspend can be used to create a sinking fund that may assist costs in future years.

Tasers

- 7.33. The current taser device (X66) is being replaced by the manufacturer so all tasers will need to be replaced and all taser users will need to be retrained to use the new device (X2). The estimated cost is £0.232m in 2018/19.

People Strategy

- 7.34. As part of the transformation of policing services the Constabulary recognises the vital importance of its workforce, and the need to invest in the workforce to ensure it remains modern and operationally effective.
- 7.35. Recognising this need, the Constabulary has produced a People Strategy which sets out how people will be recruited, trained and assisted to be the policing personnel required for the future. There are three elements of the strategy that have been categorised as essential priorities for investment. They are matching resources to demand (£0.069m), developing professional skills (£0.099m) and planning for the introduction of the new qualification framework being developed by the College of Policing (£0.007m).
- 7.36. In addition £0.250m is included under this heading for the Human Resources support costs to deliver the efficiency savings in 2018/19.

7.37. Funding Growth through Reserves

A contribution to reserves of £2.383m is provided for in 2018/19, to be drawn down over the next 2 years to fund the future costs of the budget pressures outlined above. So for example, the roll-out of Windows 10 is estimated to cost £0.678m in 2018/19 but a further £1.356m in 2019/20 to complete the task. The roll-out of Office 365 as part of the national programme is estimated to cost a further £0.339m in 2019/20. There are other commitments associated with device replacement and the digital strategy which will require funding beyond 2018/19 which will also be a draw on the £2.383m contribution.

Future Cost Pressures and Growth Items

- 7.38. The MTFS at Appendix D allows within the budget for a recurrent £2m to fund cost pressures and growth per annum (incremental each year from 2019/20, so an additional £6m by 2021/22).

8. Savings

- 8.1. The proposed increase in precept of £12 for a Band D property for 2018/19, followed by precept increases of 1.99% each year 2019/20 – 2021/22, will still leave a requirement for budget reductions to be made in order to balance the budget.
- 8.2. The summary MTFS at Appendix D shows that significant savings of £24.75m are required over the next 4 years to balance the budget in the medium term, with £8.15m of those savings required next year (2018/19). In addition, further indicative savings of £16.6m have been identified over the period 2019/20 through to 2021/22, which would deliver a balanced budget each year through to 2021/22:

| | £M |
|---|----------|
| MTFS budget shortfall 18/19 – 21/22 | 24.75 |
| Savings identified 2018/19 | (8.15) |
| Savings identified 19/20 – 21/22 | (16.6) |
| MTFS Budget shortfall to 2021/22 | 0 |

8.3. It should be noted that a precept increase lower than £12 per annum would require additional savings to be delivered in 2018/19 over and above the £8.15m; an increase of 1.99% would require an additional £6m of savings, whilst a 0% precept increase would require an additional £8m of savings in 2018/19.

8.4. A summary of the 2018/19 savings is shown below:

| Saving | £m |
|------------------------------|--------------|
| Operational Business Review | 6.250 |
| Forensics | 0.500 |
| Estates | 0.307 |
| Zero Based Budgeting Review | 1.093 |
| Total 2018/19 Savings | 8.150 |

Operational Business Review

8.5. The Force Development Programme was set up to identify and deliver the changes necessary to make efficiencies over the years to 2020/21.

8.6. This programme of work continues to identify opportunities for efficiencies and savings across the Force to fill the funding gap and also to improve services and reinvest in priority areas where possible.

8.7. The Constabulary has undertaken a comprehensive review of all expenditure with the assistance of external partners such as Deloitte and Process Evolution to identify opportunities for more efficient practices and budget reductions. The work with Process Evolution has created a demand forecasting model which means that the Constabulary is able to predict demand and arrange supply to meet that demand in the most efficient manner.

8.8. The work with Deloitte created a long list of over 200 savings opportunities which have been explored. The savings included for 2018/19 are deemed by the Chief Constable to be those that have the lowest operational impact on risk to the public and relatively low complexity so that they can be delivered during 2018/19. However, it

must be recognised that the extent of the budget reductions will reduce personnel numbers which will reduce capacity and resilience. This is mitigated by the investment in greater use of technology to allow personnel to be more efficient.

- 8.9. This work has been subject to scrutiny and oversight by the Police and Crime Commissioner.
- 8.10. Most of the budget is spent on employee related cost and non-pay budgets have been subject to great scrutiny and regular market testing since 2010. Therefore, it is inevitable that the majority of budget reductions relate to pay budgets. Total budget reductions of £6.250m in 2018/19 are planned to be delivered from the Operational Business Review, but are subject to due process and consultation.
- 8.11. This requires budget reductions to be made to service areas as set out below. The total full year effect of the savings outlined is £6.962m but because of the time required for meaningful consultation, training requirements and the potential for changes to be made during consultation, the budget reduction for 2018/19 is included as £6.250m.

The full year effect of the savings included from the Operational Business Review are included from 2019/20 onwards, and are shown in the table below. Any significant changes made to savings through the consultation and delivery period will impact on the 2018/19 financial year and beyond:

| Initiatives | Savings £m | Police officer reduction | Police Staff reduction |
|--|---------------|--------------------------------|------------------------------|
| Crime Reporting Bureau | 0.421 | 0 | 15 |
| Forensic Resource Management Unit (FRMU) | 0.164 | 0 | 5 |
| Marine Unit – vacancies only | 0.086 | 2 | 0 |
| Roads Policing Unit | 1.000 | 20 | 0 |
| Roads Policing Unit Intelligence | 0.089 | 0 | 2 |
| Dog Unit | 0.368 | 15 | 0 |
| Force Support Unit | 1.515 | 27 | 0 |
| Firearms Cadre | 0.264 | 4 | 0 |
| Dedicated Source Unit | 0.439 | 7 | 1 |
| Hampshire Surveillance Unit | 0.506 | 12 | 1 |
| Intelligence functions | 1.009 | 16 | 4 |
| Force Custody | 0.549 | 5.5 | 7 |
| Evidence Management | 0.339 | 0 | 10.5 |
| ID Suite Team | 0.213 | 0 | 7 |
| Totals | 6.962 | 109.5 | 52.5 |

- 8.12. The risks and impacts of each of the proposed changes have been documented within the Operational Business Review. In some cases, the reductions are to a greater extent already in operation due to the carrying of vacancies so there is a reduction in the budgeted establishment but a much lower (or nil) reduction in actual personnel so the risks, impacts and mitigations are well understood.

- 8.13. The Constabulary will ensure that mitigations are in place to reduce the impact of these changes and investment in new technology will greatly assist with delivering some services differently so that services can be enhanced, for example in the way that intelligence is gathered, analysed and reported. The budget for 2017/18 included an uplift for Armed Response Vehicles which can assist to mitigate some of the reductions, most notably in relation to Roads Policing Unit which has been operating with vacancy levels close to the value of the budget reduction since the uplift to Armed Response Vehicles.

Other Savings 2018/19

- 8.14. **Forensics** - A project undertaken to re-tender outsourced forensic examination costs will result in efficiency savings of £0.500m with no expected detrimental impact on service levels.
- 8.15. **Estates** - The Estates Strategy approved by the Police and Crime Commissioner will contribute a revenue budget saving of £0.307m in 2018/19 as a result of reducing the estate (rising to circa £2m by 2021/22).
- 8.16. **Zero Based Budgeting** - Savings of £1.093m have been achieved through a comprehensive Zero Based Budgeting exercise that makes relatively small individual changes to a high number of individual budget lines, where analysis of expenditure during the financial year indicates the small efficiencies are deliverable.

Later Year Savings

- 8.17. Further indicative savings have been identified in order to balance the budgets in future years. The figures include further savings in 2019/20 of £5.638m and £4.991m in 2020/21. That equates to further savings of £10.629m over the two financial years and would require further reductions in personnel to deliver. The Force Development Programme is developing outline plans as to how those savings would be delivered.
- 8.18. The 2021/22 forecast assumes a further £5.971m of potential savings will be delivered to achieve a balanced budget in 2021/22 (of which indicative savings of £5.5m are proposed in local policing; total savings over these later 3 years amounts to £16.6m).
- 8.19. The PCC will continue to consider all available options to reduce expenditure and increase income; but he has set his clear intention that Operational Effectiveness is an essential goal and risk to this and necessary future change and innovation programmes should be articulated alongside the actions needed to stay within cash limits and produce a balanced budget.

Staff Impact

- 8.20. Where the savings potentially involve reductions in staff and officer numbers, work will be undertaken by HR and Finance, in line with the People Strategy, to ensure that timescales are realistic and target establishment levels are built into the forecast for future years.

9. Capital Programme including Estate Development Programme

- 9.1. The Capital Programme is set out in Appendix E, and includes approved capital schemes.
- 9.2. The cost of financing the approved capital expenditure is included within the revenue budget calculations for capital financing for approved items.
- 9.3. The Estates Change Programme (ECP) is subject to regular review to ensure that the Estate is fit for purpose. The PCC has recently published the latest approved update to the ECP which now includes a forecast revenue saving of £2m per annum by 2021/22. Savings have been included in future year forecasts based on the current Estates Strategy. They fluctuate across years as some buildings are decommissioned and new accommodation is built or leased.
- 9.4. The PCC and Chief Constable are seeking to ensure that officers, staff and the public are served by modern technology that maximises effectiveness and efficiency. The capital programme includes a number of technology projects as part of the ICT and Digital Transformation Programme, including the ICT Roadmap and Digital Strategy.
- 9.5. In addition, RMS upgrade and the Emergency Services Mobile Communications Programme (ESMCP) have been included in the capital programme, funded from the Transformation Reserve.

10. Reserves and Financial Stability

- 10.1. The PCC continues to use reserves to pay for the cost of change that is required to meet both the financial challenge and the necessary investment to ensure that the Constabulary remains a modern, operationally effective Police Service.
- 10.2. The level of reserves continues to be reviewed by the PCC, Chief Finance Officers and auditors to ensure that suitable reserves are in place to mitigate and manage the risk of the financial challenges faced, and to ensure that reserves are not unnecessarily held to the extent that is detrimental to current service delivery. The level of reserves required and the intended use of those reserves is reviewed on a regular basis.
- 10.3. Whilst there is much noise in the system that PCC's are sat on significant reserves, the reality is that reserves are necessarily and appropriately held as part of good strategic financial management and are a key element in supporting the PCC's medium term planning and Medium Term Financial Strategy. Reserves held by the PCC are reducing, and are likely to reduce further in the medium term.
- 10.4. Reserves are also a one off resource, which unless replenished, can rapidly diminish.
- 10.5. In the medium term there is significant financial stress in the system to be managed, including:
 - i) Managing the impact of declining government funding against a back drop of increasing demand

- ii) Funding necessary investment to deliver the PCC's ambition in relation to delivery of the Police and Crime Plan and commissioning of services
- iii) The consequences of national programmes (e.g. ESMCP) which require a local funding stream for delivery of its outcomes as well as being subject to growing needs for top sliced contributions to deliver the national infrastructure.
- iv) The significant investment required to embrace an ever evolving technology and digital landscape.
- v) The investment required to ensure that the Constabulary remains modern and fit for purpose, ahead of those who wish us harm and are engaged in criminal activities using technology as the vehicle.

10.6. In view of the cost pressures faced by the PCC and the Constabulary, in the medium term there is likely to be a significant call on reserves to fund one off pressures, initiatives and investment.

10.7. The two main reserves available to the PCC to fund these cost pressures are the General Reserve and the Transformation Reserve.

10.8. **General Reserve** – this is the main reserve held to manage unidentified and unforeseen risk. The PCC CFO is required to set a minimum level for the General Reserve, and this is currently set on a risk basis at £5.5m. This reserve is currently £3.5m above the minimum level.

10.9. **Transformation Reserve** – this reserve was specifically set up to recognise the significant investment required to deliver transformational change, support the significant investment requirements linked to technology development and digital initiatives, and to provide a buffer to help manage the budget in the medium term at a time when the PCC's funding is being significantly reduced.

10.10. These programmes generally impact over more than one financial year and having allocated funds to ensure delivery of the programmes and their outcomes makes prudent sense in a time when budgets continue to be based on annual settlements.

10.11. The Transformation Reserve has a current balance of £20m which, net of known earmarked funding for specific initiatives, has circa £7m available to fund future cost pressures, initiatives and investment. This is illustrated below:

Transformation Reserve

| | £m |
|--|----------|
| Current notional* unallocated balance | 20 |
| Known Initiatives which will require funding: | |
| ESMCP | (7) |
| Force Development | (5) |
| RMS Upgrade | (1) |
| Remaining Balance | 7 |

*notional unallocated balance as there are known initiatives – as shown - which will require funding but for which the PCC has yet to make a formal decision to allocate funding from the Transformation Fund.

- 10.12. In recommending a precept increase for Band D of £12 per annum, the PCC has been able to fund the current priority growth/pressure items from within the revenue budget over the next 4 years.
- 10.13. This allows the draw on reserves to be reduced, and the current level of the Transformation Reserve to be protected (net of the earmarked projects already agreed), with the remaining balance available for future utilisation to fund the required ongoing change and transformation which the Constabulary will be required to deliver in later years of the MTFS; there is already a significant pipeline of projects which due to funding constraints have not been prioritised for inclusion in the current budget/MTFS, but will need to be continually reassessed and prioritised for future investment.
- 10.14. There therefore remains a significant number of potential calls for one off investment for consideration by the PCC, and we know that change and transformation will be continual; in his letter to PCCs the Minister of State for Policing and Fire and Rescue set out that:
- ‘the protection offered by this settlement must be matched by a serious commitment for PCCs and Chief Constables to reform and improve productivity and efficiency to deliver a better, more transparent service to the public, that can meet the demands it faces today and in the future.....I expect police leaders to deliver clear and substantial progress on productivity and efficiency.....we also need to take advantage of the opportunities offered by mobile technology’*
- 10.15. It is clear that to meet the Minister’s aspirations, and more importantly those of the PCC and Chief Constable, which is to ensure that the Constabulary continues to be a modern, operationally effective Police service, that ongoing investment to support transformation and keeping up to date with technology will be required.

10.16. The CFO's assessment is therefore that far from being sat on significant unwarranted reserves, that the level of transformation reserve available will potentially be insufficient to meet the ongoing requirement for one off expenditure to meet future cost pressures, initiatives and investment in the medium term.

10.17. The Reserves Strategy is set out in Appendix F.

11. Partnerships

11.1. A number of partnerships are supported across the Force. These include the ACPO Criminal Records Office (ACRO) which is funded by the Home Office, NPCC, fees and European funding. Staff at ACRO are officially employed by the Chief Constable. The costs of supporting ACRO are recharged. In addition, a surety is held in reserves to guard against any liabilities.

11.2. Less financially significant partnerships exist with the Local Criminal Justice Board, Youth Offending Team (YOT) and Community Safety Partnerships.

12. Consultation

12.1. Public consultation is undertaken on an ongoing basis by the Police and Crime Commissioner. In addition, and specifically in relation to the council tax precept, consultation is undertaken via an independently facilitated event and through an online survey on the PCC's website. The results of the consultation are considered by the Police and Crime Commissioner before deciding the proposed council tax precept.

Online consultation

12.2. At the time of writing this report, 3,897 people had completed the online survey.

The online survey asked whether individuals would support precept increases at differing levels from 'up to £5 per annum' to 'up to £75 per annum'. The results show that of those who expressed a preference for a specific precept increase (2,704 people) 75.3% would be prepared to pay £10 or more per annum, and nearly half (46%) would pay between £10 to £75 more per annum.

12.3. This is further complicated as 61% of households are in Band A-C (as seen in 6.9), as this means that a significant number of households would have an actual annual precept increase of less than £12 under the proposals (as the £12 increase is only for a Band D property).

| The figure residents would be willing to contribute | Number of respondents | % of respondents | % without 'other' category |
|--|------------------------------|-------------------------|-----------------------------------|
| Up to £5 per year | 668 | 21.46% | 24.70% |
| Up to £10 per year | 782 | 25.12% | 28.92% |
| Up to £20 per year | 440 | 14.13% | 16.27% |
| Up to £25 per year | 345 | 11.08% | 12.76% |
| Up to £50 per year | 336 | 10.79% | 12.43% |
| Up to £75 per year | 133 | 4.27% | 4.92% |
| Other | 409 | 13.14% | |
| Total | 3,113 | 100.00% | 100.00% |

12.4. The online survey will close on Monday 22 January. The panel will be updated with the final analysis at the meeting.

Public Consultation Event

- 12.5. The independently facilitated public consultation exercise was undertaken on 13 January 2018. The Office of the Police and Crime Commissioner selected consultation company Westco to deliver the facilitated groups through a Marketing and Advertising Framework Agreement established by Hampshire County Council in 2016. The framework which the OPCC have full access to use, provided a compliant and efficient route to obtaining the required service. Westco were selected in accordance with the mechanisms and best value terms of use set out in the Framework Agreement.
- 12.6. Two consultation events were held on 13 January 2018, one in Basingstoke and one in Netley for residents across the Hampshire Constabulary Policing area. 119 participants attended across both events, representing a full demographic cross section of Hampshire, Isle of Wight, Portsmouth and Southampton residents.
- 12.7. Both events followed the same format. Participants received presentations by the Police and Crime Commissioner, Chief Constable and Chief Finance Officers for the Police and Crime Commissioner and for the Constabulary on the budget. These presentations set the context around the proposed increase in policing precept giving a detailed background to the budget, how the budget is spent and the impact of a £12 increase in the precept per year in council tax for a Band D household.
- 12.8. The presentations were followed by independently facilitated focus groups, to allow attendees to give more detailed thoughts on the proposals.
- 12.9. During each event, two polls were conducted, the first to gauge the attendees' initial thoughts (which was held on arrival and before hearing the presentations), with the second one held following the presentations to gauge more informed views. The question and the initial response is shown below:

Initial response to “The Commissioner is proposing to increase the amount of council tax precept by £12 per year, £1 per month. Would you be willing to pay £12 increase per year?”

| Responses From Netley Event | | |
|-----------------------------|-------------|-----------|
| | Percent | Count |
| YES | 79% | 52 |
| NO | 9% | 6 |
| DON'T KNOW | 12% | 8 |
| Totals | 100% | 67 |

| Responses From Basingstoke Event | | |
|----------------------------------|-------------|-----------|
| | Percent | Count |
| YES | 78% | 36 |
| NO | 20% | 9 |
| DON'T KNOW | 2% | 1 |
| Totals | 100% | 46 |

12.10. Having understood the context as a result of the presentations, the public were more accepting of the planned £12 increase as can be seen from their updated second response below:

Considered response to “The Commissioner is proposing to increase the amount of council tax precept by £12 per year, £1 per month. Would you be willing to pay £12 increase per year?”

| Responses From Netley Event – Considered Response | | |
|---|-------------|-----------|
| | Percent | Count |
| YES | 88% | 59 |
| NO | 9% | 6 |
| DON'T KNOW | 3% | 2 |
| Totals | 100% | 67 |

| Responses From Basingstoke Event - Considered Response | | |
|--|---------|-------|
| | Percent | Count |
| YES | 82% | 38 |
| NO | 9% | 4 |
| DON'T KNOW | 9% | 4 |

13. Risks

- 13.1. There is a risk that increases in top-slices, reductions in grant, inflation or new additional expenditure will be greater than forecast, hence further savings could be required. The position will continue to be closely monitored.
- 13.2. There is a risk that partner agencies could reduce or withdraw their services which puts additional financial pressure on the police service.
- 13.3. There is also a risk that some activities and funding could be moved to a regional or national basis that would remove funding for the Hampshire Policing Area. No adjustments have been made to reflect that risk, so it is currently assumed that any loss of funding will be matched by a reduction in responsibilities that would also be transferred elsewhere. However, there could be a risk that the removal of funding causes a financial difficulty that needs to be managed locally.
- 13.4. Insufficient savings are identified or delivered to meet the forecast medium term budget shortfall, necessitating a draw from reserves to balance the budget in any one year.
- 13.5. There are insufficient reserves to fund the scale of one-off funding required to meet short term budget shortfalls, cost pressures, initiatives and investment.

14. Recommendations

- 14.1. It is recommended that the Police and Crime Panel support the proposed increase of £12 per annum for Band D properties, which is the equivalent of £1 per month, or 23p per week.
- 14.2. The Police and Crime Panel note that 61% of households across Hampshire and the IOW are in properties in council tax bands A-C, and would therefore see a precept increase of less than £12 if the above recommendation is supported.
- 14.3. The Police and Crime Panel note that:
 - At the two public consultation events, in excess of 80% of those in attendance were supportive of a precept increase of £12.
 - 3,897 people completed the PCC's online budget consultation survey, and of those who expressed a preference for a specific precept increase (2,704 people) 75.3% would be prepared to pay £10 or more per annum, and nearly half (46%) would pay between £10 to £75 more per annum.

Inflation and Assumptions

| | | | | |
|-------------------------|----------------|----------------|----------------|----------------|
| Employees (FTEs) | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| Officers | 2,782.71 | 2,662.71 | 2,612.71 | 2,612.71 |
| Staff | 1,758.98 | 1,728.98 | 1,718.98 | 1,718.98 |
| PCSOs | 337.99 | 337.99 | 337.99 | 337.99 |
| Total | 4,879.67 | 4,729.67 | 4,669.67 | 4,669.67 |

| | | | | |
|------------------|------------------|------------------|------------------|------------------|
| Basic Pay | Sept 2018 | Sept 2019 | Sept 2020 | Sept 2020 |
| Officer pay | 2.00% | 2.00% | 2.00% | 2.00% |
| Staff pay | 2.00% | 2.00% | 2.00% | 2.00% |

| | | | | |
|------------------|----------------|----------------|----------------|----------------|
| Basic Pay | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| Officer pay | 101.17% | 102.00% | 102.00% | 102.00% |
| Staff pay | 101.17% | 102.00% | 102.00% | 102.00% |

| | | | | |
|---------------------------|----------------|----------------|----------------|----------------|
| National Insurance | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| Secondary Threshold | £8,275 | £8,358 | £8,441 | £8,526 |
| Upper Accrual Point (UAP) | £43,864 | £44,303 | £44,746 | £45,193 |
| Upper Earnings Level | £43,864 | £44,303 | £44,746 | £45,193 |
| Below ST | 0.00% | 0.00% | 0.00% | 0.00% |
| Below UAP | 13.80% | 13.80% | 13.80% | 13.80% |
| Above UAP | 13.80% | 13.80% | 13.80% | 13.80% |

| | | | | |
|--|----------------|----------------|----------------|----------------|
| Pensions | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| Actual rate if in scheme: | | | | |
| Officers | 21.30% | 21.30% | 21.30% | 21.30% |
| Staff | 15.10% | 16.10% | 16.10% | 16.10% |
| Budgeted rate (based on scheme membership) | | | | |
| Officers | 20.16% | 20.16% | 20.16% | 20.16% |
| Staff | 13.79% | 14.70% | 14.70% | 14.70% |
| Police staff lump sum (£m) | 5.625 | 6.418 | 6.418 | 6.418 |

| | | | | |
|-------------------------|----------------|----------------|----------------|----------------|
| Government Grant | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| Grant Reduction | 0.00% | -1.30% | -1.30% | -1.30% |

| | | | | |
|----------------|----------------|----------------|----------------|----------------|
| Non-pay | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| Gas | 2.50% | 2.50% | 2.50% | 2.50% |
| Electricity | 2.50% | 2.50% | 2.50% | 2.50% |
| Cleaning | 3.00% | 3.00% | 3.00% | 3.00% |
| Vehicle fuel | 5.00% | 5.00% | 5.00% | 5.00% |
| Grants | 0% | 0% | 0% | 0% |
| Other | 2.00% | 2.00% | 2.00% | 2.00% |

Damping adjustments for policing bodies 2013/14

| Policing Body | £ |
|--------------------------|-------------|
| Northumbria | 21,646,837 |
| Cumbria | 16,146,262 |
| West Mercia | 11,289,920 |
| Cheshire | 11,174,685 |
| City of London | 10,838,105 |
| North Yorkshire | 9,415,888 |
| Merseyside | 8,833,009 |
| Lancashire | 7,700,476 |
| Surrey | 6,257,140 |
| Durham | 6,074,960 |
| Kent | 5,822,489 |
| Devon & Cornwall | 3,605,644 |
| Wiltshire | 2,613,964 |
| Gloucestershire | 1,862,431 |
| Sussex | 1,402,612 |
| Cleveland | 1,341,929 |
| Suffolk | 1,134,057 |
| Warwickshire | 1,075,715 |
| Essex | 91,308 |
| Norfolk | 29,685 |
| Lincolnshire | -237,331 |
| South Yorkshire | -1,807,926 |
| Dorset | -1,938,371 |
| Derbyshire | -2,145,554 |
| Staffordshire | -2,366,873 |
| Northamptonshire | -2,511,967 |
| Hertfordshire | -2,953,793 |
| Bedfordshire | -3,028,976 |
| Humberside | -3,693,512 |
| Thames Valley | -4,258,419 |
| Cambridgeshire | -4,495,316 |
| Leicestershire | -4,796,405 |
| West Yorkshire | -5,416,798 |
| Greater London Authority | -6,752,890 |
| Greater Manchester | -6,921,089 |
| Hampshire | -10,088,267 |
| Nottinghamshire | -10,477,328 |
| Avon & Somerset | -10,711,010 |
| West Midlands | -43,755,289 |

Council tax Precept 2018/19

| Band | Council tax precept at each band | | | | | | | |
|-----------------|----------------------------------|--------|--------|--------|--------|--------|--------|--------|
| | A | B | C | D | E | F | G | H |
| 17/18 £ | 110.31 | 128.69 | 147.08 | 165.46 | 202.23 | 239.00 | 275.77 | 330.92 |
| 18/19 £ | 118.31 | 138.02 | 157.74 | 177.46 | 216.90 | 256.33 | 295.77 | 354.92 |
| Increase | 8.00 | 9.33 | 10.66 | 12.00 | 14.67 | 17.33 | 20.00 | 24.00 |

| 2017-18 council tax precept (average Band D) and % change on 2016-17: individual police and crime commissioners | | |
|---|--|-------------|
| Local authority | Average council tax for the authority (Band D) | |
| 1 Northumbria | 98.33 | 5.36 |
| 2 West Midlands | 116.55 | 4.48 |
| 3 West Yorkshire | 150.95 | 3.43 |
| 4 Hertfordshire | 152.00 | 3.40 |
| 5 Sussex | 153.91 | 3.36 |
| 6 Essex | 157.05 | 3.25 |
| 7 Kent | 157.15 | 3.29 |
| 8 South Yorkshire | 158.16 | 3.26 |
| 9 Greater Manchester | 162.30 | 3.18 |
| 10 Cheshire | 164.44 | 1.99 |
| 11 Lancashire | 165.45 | 1.99 |
| 12 Hampshire Police | 165.46 | 3.12 |
| 13 Merseyside | 165.97 | 1.95 |
| 14 Bedfordshire | 166.09 | 1.99 |
| 15 Durham | 169.24 | 1.98 |
| 16 Wiltshire | 170.27 | 1.90 |
| 17 Thames Valley | 170.28 | 1.99 |
| 18 Devon & Cornwall | 176.28 | 1.99 |
| 19 Suffolk | 176.85 | 1.97 |
| 20 Derbyshire | 180.60 | 1.99 |
| 21 Staffordshire | 181.16 | 2.00 |
| 22 Avon & Somerset | 181.81 | 1.99 |
| 23 Nottinghamshire | 183.42 | 1.95 |
| 24 Cambridgeshire | 186.75 | 1.97 |
| 25 Leicestershire | 187.23 | 1.99 |
| 26 Humberside | 187.33 | 1.99 |
| 27 West Mercia | 189.60 | 0.00 |
| 28 Warwickshire | 191.98 | 0.00 |
| 29 Dorset | 194.58 | 1.98 |
| 30 Lincolnshire | 205.47 | 1.97 |
| 31 Northamptonshire | 209.04 | 1.99 |
| 32 Gloucestershire | 214.49 | 1.99 |
| 33 Cleveland | 214.54 | 1.99 |
| 34 Norfolk | 217.17 | 1.99 |
| 35 Cumbria | 220.77 | 1.91 |
| 36 North Yorkshire | 221.32 | 1.99 |
| 37 Surrey | 224.57 | 1.99 |
| Source: CTR forms | | |

Appendix D

Budget 2016/18 and Medium Term Financial Strategy

| Medium Term Financial Strategy | Revised Budget 2017/18 | Efficiency Savings | Growth & Budget Pressure | Conts To/From Reserves | Other changes | Inflation | Forward Budget 2018/19 | Forecast Budget 2019/20 | Forecast Budget 2020/21 | Forecast Budget 2021/22 |
|---|------------------------|--------------------|--------------------------|------------------------|----------------|--------------|------------------------|-------------------------|-------------------------|-------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Funding: | | | | | | | | | | |
| Expected amount from General Grants | (180,600) | 0 | 0 | 0 | 0 | 0 | (180,600) | (178,252) | (175,935) | (173,648) |
| Council tax freeze and benefit grant | (12,944) | 0 | 0 | 0 | 0 | 0 | (12,944) | (12,944) | (12,944) | (12,944) |
| Council tax precept | (110,960) | 0 | 0 | 0 | (9,476) | 0 | (120,435) | (123,445) | (126,530) | (129,691) |
| Council tax collection fund surplus | (1,497) | 0 | 0 | 0 | 881 | 0 | (617) | (617) | (617) | (617) |
| Total amount funding expected: | (306,001) | 0 | 0 | 0 | (8,595) | 0 | (314,596) | (315,258) | (316,026) | (316,899) |
| Expenditure owned by the PCC: | | | | | | | | | | |
| Office of the PCC | 1,524 | (1) | 440 | 0 | 48 | 13 | 2,025 | 2,066 | 2,108 | 2,149 |
| Commissioning | 1,259 | 0 | 700 | 0 | 0 | 25 | 1,984 | 1,984 | 1,984 | 1,984 |
| Estates | 14,507 | (307) | 0 | 0 | 126 | 437 | 14,763 | 16,073 | 14,231 | 14,098 |
| Capital Financing | 3,095 | 0 | 5,312 | 0 | (590) | 0 | 7,817 | 6,982 | 5,652 | 3,093 |
| Interest on Balances | (500) | 0 | 0 | 0 | 0 | 0 | (500) | (500) | (500) | (500) |
| Contributions to / (from) Reserves: | (9,337) | 0 | 2,383 | 0 | 8,166 | 0 | 1,212 | (756) | (1,734) | (108) |
| Net Expenditure owned by Office of the PCC | 10,548 | (307) | 8,835 | 0 | 7,750 | 475 | 27,301 | 25,848 | 21,740 | 20,716 |
| Police Services | | | | | | | | | | |
| Expenditure: | | | | | | | | | | |
| Employees | 247,552 | (6,750) | 500 | 0 | 320 | 3,414 | 245,037 | 243,935 | 245,410 | 244,158 |
| Transport | 6,533 | (112) | 0 | 0 | 85 | 0 | 6,506 | 6,707 | 6,916 | 7,133 |
| Supplies and Services | 75,483 | (512) | 2,329 | 0 | (9,563) | 54 | 67,791 | 71,384 | 75,168 | 78,705 |
| Premises | 1,303 | (101) | 0 | 0 | (75) | 1 | 1,129 | 1,160 | 1,188 | 1,217 |
| National Levies | 2,734 | 0 | 0 | 0 | 0 | 0 | 2,734 | 2,789 | 2,845 | 2,902 |
| Grants Paid | 281 | 2 | 0 | 0 | 0 | 0 | 283 | 283 | 283 | 283 |
| Total Expenditure on Police Services: | 333,886 | (7,472) | 2,829 | 0 | (9,233) | 3,469 | 323,479 | 326,258 | 331,810 | 334,398 |
| Income: | | | | | | | | | | |
| Service Income | (34,680) | (371) | 0 | 0 | 1,757 | 0 | (33,294) | (33,958) | (34,634) | (35,325) |
| Specific Grants | (3,752) | 0 | 0 | 0 | 862 | 0 | (2,890) | (2,890) | (2,890) | (2,890) |
| Total Income on Police Services: | (38,432) | (371) | 0 | 0 | 2,619 | 0 | (36,184) | (36,848) | (37,524) | (38,215) |
| Net Expenditure on Police Services: | 295,454 | (7,843) | 2,829 | 0 | (6,613) | 3,469 | 287,295 | 289,410 | 294,286 | 296,183 |
| Amount from General Grants and Taxation: | 306,001 | (8,150) | 11,664 | 0 | 1,136 | 3,945 | 314,596 | 315,259 | 316,026 | 316,899 |
| Budget (surplus)/ shortfall: | 0 | (8,150) | 11,664 | 0 | (7,459) | 3,945 | 0 | 0 | 0 | (0) |
| Cumulative savings included above | | | | | | | (8,150) | (13,788) | (18,779) | (24,750) |

Appendix E

Capital Programme

| Capital Programme 2018-19 - Approved Items Only | | | | | | |
|---|-----------------|-----------------|-----------------|----------------|----------------|-------------------------|
| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 any later years |
| Estate | | | | | | |
| - Estate Change Programme | 12,573 | 27,596 | 14,381 | 310 | | |
| - VWIs Upgrade Programme | 400 | 400 | | | | |
| - Covert Partner Estate | 505 | 300 | | | | |
| - Capital Minor Estates Works Programme | 500 | 500 | 1,000 | 1,000 | 1,000 | 1,000 |
| Estate: | 13,978 | 28,796 | 15,381 | 1,310 | 1,000 | 1,000 |
| Technology | | | | | | |
| Annual ICT Capitalisation Programme (£1m) | | | | | | |
| - Desktop Hardware Refresh | 405 | 400 | 250 | | | |
| - Mobile Asset Refresh - Laptops | 136 | 136 | 136 | 136 | 136 | 136 |
| - Mobile Asset Refresh - Tablets | 199 | 102 | 102 | 102 | 102 | 102 |
| - Mobile Asset Refresh - Phones | 100 | 50 | 50 | 50 | 50 | 50 |
| - Print Server Upgrades | 68 | 23 | | | | |
| - Q Pulse | 19 | | | | | |
| - Vfire | 45 | | | | | |
| - REC | 14 | | | | | |
| - Events | 14 | | | | | |
| - Livescan | 19 | | | | | |
| Network Infrastructure | | | | | | |
| - Network Infrastructure Refresh (2014-15 MTFS ICTD) | 283 | | | | | |
| - SEPSNA South East Police Shared Network Service Agreement | 290 | | | | | |
| Data Centre | | | | | | |
| - Data Centre Migration (inc EAS & Refresh) (Decision 165) | 101 | | | | | |
| Replacement of desktop XP operating systems | 308 | | | | | |
| PSN | 875 | 36 | | | | |
| Digital Policing Programme | | | | | | |
| - Mobile Information | 90 | | | | | |
| - Body Worn Video | 174 | 113 | | | | |
| ICT 2020 | | | | | | |
| - ICT Rationalisation | 814 | 758 | 226 | 45 | | |
| - Infrastructure Enabler | 200 | | | | | |
| - Technical Debt | 490 | | | | | |
| ANPR | | | | | | |
| - Automatic Number Plate Recognition | 133 | | | | | |
| - ANPR Phase 2 | 790 | | | | | |
| Digital Transformation Programme | | 1,600 | | | | |
| RMS v5.04 Upgrade | | 916 | | | | |
| Emergency Services Mobile Communications Programme | | 2,500 | 4,500 | | | |
| ICT Roadmap | | 1,895 | 257 | 313 | | |
| Digital Strategy | | 3,418 | 3,855 | 2,328 | | |
| Other ICT Capital Programmes | | | | | | |
| - Service Desk CoSourcing | 211 | | | | | |
| - Sharepoint | 809 | | | | | |
| - Network Monitoring & Alerting | 104 | | | | | |
| Technology: | 6,691 | 11,947 | 9,376 | 2,974 | 288 | 288 |
| Transport | | | | | | |
| - Vehicle Replacement Programme | 3,227 | 2,400 | 2,300 | 2,300 | 2,300 | 2,300 |
| Grand Totals: | 23,896 | 43,143 | 27,057 | 6,584 | 3,588 | 3,588 |
| Capital Receipts: | | | | | | |
| - Capital receipts reserve balance carried forward | 0 | 0 | 0 | (5,087) | (2,847) | (917) |
| - Operational Buildings | (15,460) | (6,100) | (17,700) | | | |
| - Residential Properties | | (1,417) | (1,198) | | | |
| - Vehicles and fleet | (300) | (300) | (300) | (300) | (300) | (300) |
| Total Capital Receipts: | (15,760) | (7,817) | (19,198) | (5,387) | (3,147) | (1,217) |
| Capital Grant & Reserves: | | | | | | |
| - Capital Grant | (1,158) | (1,158) | (1,158) | (1,158) | (1,158) | (1,158) |
| - Revenue Contributions to Capital Outlay | (1,390) | (5,513) | (4,312) | (2,841) | (200) | (200) |
| - Funded by Transformation Reserve | (2,326) | (5,935) | (4,726) | (45) | | |
| - Funded by Performance Reserve | (790) | | | | | |
| - Funded by Estates Carry Forward Reserve | (400) | (400) | | | | |
| - Landlord Contribution for Eastern PIC Construction | | (10,000) | | | | |
| - Funded by Estate Risk Reserve | | | (2,750) | | | |
| Total Capital Grant & Reserves: | (6,064) | (23,006) | (12,946) | (4,044) | (1,358) | (1,358) |
| Approved (Surplus)/Shortfall to be funded by borrowing | 2,072 | 12,320 | (5,087) | (2,847) | (917) | 1,013 |

Reserves Strategy**Reserves Position as at March 2022**

The Reserves Profile shows that existing planned commitments will result in a forecast reduction of reserves by March 2022 to £14m (down from £66m at the end of March 2017), of which the General Reserve would be £8m which is just under 3% of the annual revenue budget at that point. This assumes that there are no adverse issues that impact on the General Reserve.

The use and level of reserves held will be kept under continual review.

Background

The Chief Finance Officers have a responsibility to ensure that the level of reserves maintained is sufficient. The Police Reform and Social Responsibility Act 2011 states that only the PCC, and not the Chief Constable, is permitted to hold reserves. In Hampshire, it was agreed that this would continue to be the case after the Stage 2 transfer in May 2014.

The Chartered Institute of Public Finance and Accountancy (CIPFA) produces guidance on reserves, but the exact level of reserves to be held is left as a local decision due to the need to reflect individual circumstances. Whilst there are no firm requirements on the amount, it is clear that reserves must be held to ensure that the organisation is able to meet any unexpected liabilities. CIPFA warned that the use of reserves to deal with shortfalls in day-to-day spending would be a “recipe for significant financial problems”.

Reserves required for accounting purposes only are not covered by this strategy as they are not optional and follow proper accounting practices.

The level of reserves held is audited annually by the external auditors, currently Ernst & Young LLP.

Matters for consideration in assessing the level of reserves

The current financial climate has resulted in the Government introducing a programme of austerity measures that has reduced the amount of funding made available to many public sector organisations, including the police service. Other Government fiscal policy decisions such as the increase in employers' national insurance contributions have had a significant impact on costs. Some of the changes made have to be implemented at relatively short notice. Therefore, the austerity programme and the resulting changes create an increased risk to financial stability which will naturally require an increase in reserves to reflect this risk. Reserves will also be required to support the significant investment required to reform policing and achieve the Policing Vision 2025.

The Home Secretary has confirmed that local PCCs will still need to deliver savings each year as funding for policing will be top-sliced for national initiatives. The level of reserves required to be retained due to risk will be reviewed as these issues are clarified.

Current reserves and levels

General Reserve

The current levels are shown in the Reserves Profile table. The General Reserve has been set at a minimum target balance of £4.500m, with an additional £1.000m added to the target (to make £5.500m) due to inherent risks associated with the austerity period. The guideline figure from CIPFA is 3% of the revenue budget which would be £9m.

Transformation Reserve

The financial challenges are requiring transformational change. These changes require additional investment to cover significant one-off costs such as the cost of redundancies, investment in infrastructure, investment in technology and project costs. The Transformation Reserve was created to fund the costs required.

The criteria for accessing the Transformation Reserve ensure that the funding is used to deliver efficiency savings and/or improve performance. This reserve will be the major source of funding that will facilitate investments that will enable services to be enhanced despite the reduction in ongoing funding.

The available balance on the Transformation Reserve net of funding for earmarked projects, is £7m.

Estate Risk Reserve

An Estate Risk Reserve was created in 2015/16 to provide funding towards the contingency element of the Estate Change Programme. This has been closed along with the Commissioning Reserve and the balances transferred to a single Commissioner's Reserve.

Other Reserves

The PCC holds some other smaller reserves for specific purposes. These are the:

- **Equipment Reserve** available to offset the impact of large scale equipment replacement such as the need to replace body armour when the warranty for body armour expires. This reserve will be used when needed and then replenished as the financial position allows.
- **Performance Reserve** used to pay for specific targeted medium term operations such as Cyber Crime.

- **Insurance Reserve** available to pay for items that are not covered by the insurance contract. Research and experience has shown that it is more cost effective to hold a reserve for some things that are low risk and low probability rather than pay an insurance premium to cover them. This reserve is expected to be maintained at a similar level.
- **Laboratory Reserve** available to pay for renewal of equipment as part of a joint scheme with Hampshire County Council. This reserve will be used periodically and replenished in between.
- **Capital (Revenue Contributions) Reserve** holds funds that have been set aside from within the annual revenue budget to pay for capital schemes. This reserve will collect funds on a temporary basis as the funds will usually then be paid out in the next one or two years to cover the cost of a capital scheme.

HMIC View

Her Majesty's Inspectorate of Constabulary has reviewed the Constabulary's preparedness for austerity and commented favourably on the approach, judging the financial planning and position of the Force to be good with some outstanding elements.

Reserves Held on Behalf of Other Organisations

In addition to the reserves set out above, the accounts include earmarked reserves that are ring fenced for specific purposes and are not available for other use. These include:

- **ACRO Surety** (£4m) and **AVCIS Surety** (£0.346m) held to cover any potential costs to the Chief Constable or PCC should ACRO cease to trade on its current basis.
- Other balances held **on behalf of ACRO**.
- **Safer Roads Unit** balances ring-fenced to be used on safer roads initiatives. This funding is planned to be used to replace existing safety cameras with digital cameras.
- **Repairs and Maintenance** ring-fenced for essential repairs and maintenance agreed.

Reserves Profile

| Reserves | As at 31/03/17 | 17/18 | As at 31/03/18 | 18/19 | As at 31/03/19 | 19/20 | As at 31/03/20 | 20/21 | As at 31/03/21 | 21/22 | As at 31/03/22 |
|--|-------------------|-----------------|-------------------|-------------------|-------------------|----------------|-------------------|----------------|-------------------|----------------|-------------------|
| | £000 | | | | | | | | | | |
| General Reserve: | | | | | | | | | | | |
| Other movements | | (387) | | (387) | | (387) | | (387) | | (387) | |
| Balance | 9,979 | | 9,592 | | 9,205 | | 8,818 | | 8,431 | | 8,044 |
| Transformation Reserve | | | | | | | | | | | |
| Contributions to Transformation Reserve | | (16,084) | | 2,383 (14,753) | | 250 (8,204) | | (3,245) | | (2,000) | |
| Balance | 45,852 | | 29,768 | | 17,398 | | 9,444 | | 6,199 | | 4,199 |
| Commissioner's Reserve | | | | | | | | | | | |
| Movement | | (2,750) | | 2,750 | | 0 | | 0 | | 0 | |
| Balance | 0 | | (2,750) | | 0 | | 0 | | 0 | | 0 |
| Estate Risk Reserve | | | | | | | | | | | |
| Movement | | (2,750) | | 0 | | 0 | | 0 | | 0 | |
| Balance | 2,750 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Commissioning | | | | | | | | | | | |
| Movement | | (596) | | 0 | | 0 | | 0 | | 0 | |
| Balance | 596 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Equipment Reserve: | | | | | | | | | | | |
| Movement | | 0 | | 0 | | 0 | | 0 | | 0 | |
| Balance | 1,000 | | 1,000 | | 1,000 | | 1,000 | | 1,000 | | 1,000 |
| Performance Reserve: | | | | | | | | | | | |
| Movement | | (1,000) | | (393) | | (300) | | 0 | | 0 | |
| Balance | 1,693 | | 693 | | 300 | | 0 | | 0 | | 0 |
| Insurance Reserve: | | | | | | | | | | | |
| Movement | | (477) | | 0 | | 0 | | 0 | | 0 | |
| Balance | 1,477 | | 1,000 | | 1,000 | | 1,000 | | 1,000 | | 1,000 |
| Laboratory Reserve: | | | | | | | | | | | |
| Used to replace equipment | | (153) | | (50) | | (50) | | (50) | | (50) | |
| Contributed for future costs | | 50 | | 50 | | 50 | | 50 | | 50 | |
| Balance | 153 | | 50 | | 50 | | 50 | | 50 | | 50 |
| Capital (Revenue Contributions) Reserve: | | | | | | | | | | | |
| Contribution from revenue account | | 200 | | 200 | | 200 | | 200 | | 200 | |
| Used to support capital programme | | (2,992) | | (200) | | (200) | | (200) | | (200) | |
| Balance | 2,792 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Sub-total of Reserves available to use | 66,292 | (26,939) | 39,353 | (10,400) | 28,953 | (8,641) | 20,312 | (3,632) | 16,680 | (2,387) | 14,293 |
| % of Total Net Expenditure Budget | 22.6% | | 13.6% | | 10.1% | | 7.1% | | 5.8% | | 5.0% |
| Earmarked Reserves: | | | | | | | | | | | |
| ACRO surety | 4,000 | 0 | 4,000 | 0 | 4,000 | 0 | 4,000 | 0 | 4,000 | 0 | 4,000 |
| AVCIS surety | 346 | 0 | 346 | 0 | 346 | 0 | 346 | 0 | 346 | 0 | 346 |
| ACRO general reserves | 6,553 | 0 | 6,553 | 0 | 6,553 | 0 | 6,553 | 0 | 6,553 | 0 | 6,553 |
| Netley Business Plan | 239 | 0 | 239 | 0 | 239 | 0 | 239 | 0 | 239 | 0 | 239 |
| Other funds on the balance sheet but ring-fenced (e.g. Driver Training balances) | 7,021 | 0 | 7,021 | 0 | 7,021 | 0 | 7,021 | 0 | 7,021 | 0 | 7,021 |
| Balance on earmarked reserves | 18,159 | | 18,159 | | 18,159 | | 18,159 | | 18,159 | | 18,159 |
| Revenue Grants Unapplied | | | | | | | | | | | |
| Balance | 1,200 | (1,200) | 0 | | 0 | | 0 | | 0 | | 0 |
| Total Revenue Reserves: | 85,651 | (28,139) | 57,512 | (10,400) | 47,112 | (8,641) | 38,471 | (3,632) | 34,839 | (2,387) | 32,452 |

HAMPSHIRE POLICE AND CRIME PANEL

Report

| | | | | |
|-------------------------|-----------------|-------------------------------|--|---|
| Date Considered: | | 26 January 2018 | Item: | 9 |
| Title: | | Regional collaboration | | |
| Contact name: | | James Payne – Chief Executive | | |
| Tel: | 01962 871595 | Email: | opcc@hampshire.pnn.police.uk | |

1. Executive Summary

- 1.1. This report is provided in response to a request from the Chair of the Panel for information on regional collaboration that Hampshire Constabulary is engaged in, mirroring a request made to other Police and Crime Panels in the region.

2. Existing collaboration arrangements

- 2.1. There are three main regional collaboration arrangements that Hampshire is part of:
- a) South East Region Collaboration Board covers matters of counter terrorism (delivered through the South East Counter Terrorism Unit (SECTU)), regional organised crime (delivered through the South East Region Organised Crime Unit (SEROCU)) and other specialist capabilities that are best delivered on a regional basis (delivered through South Eastern Regional Integrated Policing (SERIP)).
 - b) The bilateral arrangement with Thames Valley covers ICT, Information Management, Contact Management and the Joint Operations Unit, which provides specialist policing services such as roads policing, firearms and dog support.
 - c) The Shared Service Partnership between Hampshire Constabulary, Hampshire County Council and Hampshire Fire and Rescue Service, covers support services including HR, payroll, finance, procurement and facilities management.
- 2.2. The governance of the South East Region Collaboration Board comprises of the PCCs and Chief Constables from the four police force areas (Thames Valley, Hampshire, Surrey and Sussex) and meets quarterly. Kent only attend these meetings in part, having joined the eastern region due to their close collaboration with Essex
- 2.3. The Thames Valley/Hampshire Collaboration Board comprises PCC and senior force representation. It meets four times per year.

- 2.4. The Shared Service Partnership is led by the Chief Constable of Hampshire Constabulary, the Chief Fire Officer of Hampshire Fire and Rescue Service and the Chief Executive of Hampshire County Council. The PCC receives regular updates on its performance through the Chief Constable and the Force Development Team.
- 2.5. Each collaboration board has agreed membership and its own terms of reference, including meeting frequency. The governance arrangements applicable to collaboration agreements between police forces are developed in accordance with the requirements of sections 22A to 22C of the Police Act 1996, as amended by section 89 of the Police Reform and Social Responsibility Act 2011.
- 2.6. Collaboration is an effective tool to deliver specific operational aims and objectives, particularly when these are best set at regional level due to scale or specialism. In each collaboration meeting PCCs hold the relevant chief constables to account for delivery of their specific policing objectives. Each collaboration board has agreed the specific performance management metrics it will use, appropriate to the collaborated service or function, to ensure that business is conducted efficiently and effectively.
- 2.7. HMIC also reviews the effectiveness of partnership working, including collaborations, in their annual PEEL assessments. In the 2016 Effectiveness assessment, while the force was graded as 'requiring improvement' overall, HMIC made the following comments:
- The force is good at tackling serious and organised crime with processes in place to identify relevant threats from serious and organised crime.*
- The force works well with other agencies and has initiatives in place to deter people from being drawn into serious and organised crime.*
- Hampshire Constabulary is well prepared to respond to national threats under The Strategic Policing Requirement and has appropriate exercise, testing and training arrangements in place at local, regional and national levels. The force works well with partner organisations and other forces in the region to coordinate its activities. It is very well prepared to respond to incidents requiring an armed response.*
- In the 2017 Efficiency assessment, the force was graded as 'good', with HMIC saying "It has strong and increasing numbers of collaborative working arrangements with other police forces, especially Thames Valley Police. These collaborations are providing both cost savings and a better service to the public."
- 2.8. In Hampshire, all agreed savings are removed from the Force's base budget. Individual savings are tracked at the relevant collaboration boards but the Chief Constable manages her overall budget, using virement powers to ensure the best overall use of resources and to maintain Force spending within the overall approved annual budget.

3. Future collaboration options

- 3.1. The PCC and Chief Constable have a legal duty under the Policing and Crime Act 2017 to review all areas of policing activity to identify service areas and opportunities where service delivery can be delivered more efficiently and effectively in collaboration with other forces and other public and private sector partners.
- 3.2. At the most recent South East Region Collaboration Board meeting, the PCCs and Chief Constables agreed a number of areas that could be progressed at a regional level, including the associated benefits and activities required to achieve them. These will now be considered and embedded into thinking at a force level before a final determination is made on which areas are feasible for regional collaboration and decisions be made public.

4. Recommendations

- 4.1. That the Panel note the content of this report.

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

This page is intentionally left blank

HAMPSHIRE POLICE AND CRIME PANEL

Report

| | | | |
|-------------------------|---|---------------|--|
| Date Considered: | 26 January 2018 | Item: | 10 |
| Title: | Community Strategy 2017 - 2021 | | |
| Contact name: | Ranjeev Pathak (Senior Performance and Information Officer) | | |
| Tel: | 01962 871595 | Email: | Ranjeev.pathak@hampshire.pnn.police.uk |

1. Executive Summary

1.1 The purpose of this report is to inform Members of the progress made towards the development of a Community Strategy (2017 – 2021) by the Police and Crime Commissioner and his office.

1.2 Members of the Panel are invited to note this report.

2. Background

2.1 In his Police and Crime Plan, the Police and Crime Commissioner gave a commitment to champion community needs and to work together with partners to create vibrant and inclusive communities. As part of this commitment, the Commissioner's office continues to develop a Community Strategy.

2.2 The Community Strategy seeks to identify how the Commissioner and his office can work more directly with communities and community organisations, so that communities can become more self-reliant in keeping themselves safer, more connected and better informed.

2.3 The Commissioner has identified a number of key principals which he wanted the new Community Strategy to follow; a bottom up approach, be developed with communities, be progressed with communities and be an overarching framework to all activities within his office.

3. Consultation & Methodology

3.1 To facilitate the creation of the Commissioner's Community Strategy, a small working group consisting of staff from teams across the Commissioner's office was formed. As community views would inform the development of the new strategy, it was agreed to engage with and consult with a range of individuals who represent communities or are actively part of communities to gather their views about what support communities needed to become self-reliant, better connected and better informed.

3.2 An online survey was produced which ran from 4 September until 31 December 2017. The survey was circulated amongst the voluntary sector, community safety managers, colleagues within local authorities who work with communities (particularly diverse communities) and every organisation which had bid for funding from the Commissioner's office during the previous three years. These groups and organisations were also asked to disseminate the survey amongst their network of contacts.

3.3 To gain as many responses as possible, the online survey was prominently displayed on the Commissioner's website. Paper copies of the survey were sent to libraries within each of the 14 council areas as well as to all the Citizen Advice Bureaus within Hampshire and the Isle of Wight, to NHS walk in centres and social housing providers.

3.4 With the help and support of the Youth Commission the survey was targeted at education institutions and young people's organisations to increase the number of young people completing the survey. The survey was also sent directly to BAME organisations and the Hampshire inter-faith network to increase participation and the response rate from diverse communities. The survey has been accessed by 1,702 people and represents one of the most successful surveys run by the Commissioner and his office.

3.5 Four facilitated workshops were held with community representatives who had expressed an interest through the survey to take part in workshops. The content of the workshops was partly determined by the headlines which were taken from the survey which was still active, and areas for further discussion determined by the working group. The purpose of the workshops was to explore in more detail the contents of the strategy. The workshops were held in accessible community venues and facilitated by staff from the Commissioner's office. The workshops were held on the following dates and venues:

- | | | |
|-------------------|-----------------------------|---------------------------------------|
| • 28 October 2017 | Basingstoke Southampton | Discovery Centre Spectrum CIL |
| • 4 November 2017 | Portsmouth Newport (IOW) | John Pound Centre Quay Arts Centre |

3.6 The Commissioner attended and opened the sessions in Basingstoke, Southampton and Newport. In total 37 people attended the workshops, 10 in Basingstoke, 8 in Southampton, 12 in Portsmouth and 7 on the Isle of Wight. Each session was recorded and transcribed to help inform the development of the Community Strategy. An overview of the Community Strategy development process can be viewed under **Appendix One**.

4. Results

4.1 Below is a summary of the results from the survey, the full results of the survey can be viewed under **Appendix Two**.

- 93.1¹% (1,565²) of respondents either strongly agreed or agreed with the following definition of a community, *“a group of people living in the same place or having a particular characteristic in common”*.
- 59.8% (1,088) of respondents felt either very connected or fairly well connected to their community, compared with 40.2% (679) of respondents who felt either a little connected or not at all connected with their community.
- Nearly 69.9% (966) of respondents identified as being members of one or more organised community organisations with neighbourhood watch, local community group and local religious groups being the most popular whilst 30.1% (416) of respondents stated they were not members of any community organisations.
- The top 3 responses to how the Commissioner and his office could support individuals and their communities were:
 - Information about how to keep yourself and your community safer (including data) – 58.4% (699)
 - Advice and expertise – 34.8% (399)
 - Networking opportunities with similar groups – 19.5% (213)
- 39.0% (493) of respondents stated that they and their community were linked with similar groups who shared their views and concerns compared with nearly 52.6% (663) of respondents who stated neither they nor their community were linked with similar communities. However 8.4% (106) of respondents who were not linked to any other community would like to be.
- 79.1% (933) of respondents did not want to be connected with any other groups or communities.

4.2 About the respondents:

- 44.8% (572) of respondents were male whilst 53.1% (678) of respondents were female.
- 25.4% (327) of respondents identified as being members of the 65 – 74 age bracket – the largest age category
- 92.3% (1,175) of respondents identified themselves as white whilst 2.5% (31) of respondents identified themselves as being from another ethnic background, 5.1% (65) preferred not to say.

¹ All %'s rounded up to the nearest decimal point

² Figures in brackets denotes the actual number of respondents.

- 83.4% (1,071) of respondents identified themselves as not having a disability.

4.3 Headlines and key messages from the consultation have been promoted by the Commissioner's office through social media and on the Commissioner's website.

4.4 Following the analysis of the survey results and workshop feedback, key themes were identified by the working group which have been refined to create strategic objectives which will make up the back bone of the new Community Strategy, these are:

- **Information:** Sharing data, local information and intelligence

To provide communities with accessible information and data so that they are better informed and more engaged with authorities to tackle crime

- **Education:** Seeking to prevent and protect through learning, advice and sharing expertise

To educate and inform communities about modern policing threats and how best to protect themselves

- **Communication:** Opening channels and creating networks

Ensuring effective two-way conversation between the Commissioner, community safety partners, and communities

- **Facilitation:** Joining up partners and communities

To instigate and help support the coming together of partners with communities and communities with communities

5. Next Steps

5.1 An early draft of the strategy is currently with the Commissioner and the Chief Executive for further input. The draft strategy has also been circulated to the Senior Leadership Team within the Commissioner's office for comment and development of the delivery plan to accompany the strategy.

5.2 The results of the survey and draft outline of the strategy have been sent to everyone who took part in the survey and workshop sessions (and indicated they would like to be involved in the development of the strategy), to ascertain their views on the proposed draft strategy.

6. Recommendations

6.1 Members of the Panel note the progress made against the creation and development of the Community Strategy.

6.2 Members of the Panel agree to receive a copy of the final strategy at its next meeting in April 2018.

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

| <u>Document</u> | <u>Location</u> |
|---|---|
| The Police and Crime Plan - A plan to keep us safer 2016 – 2021 | https://www.hampshire-pcc.gov.uk/plan |
| Appendix One | Community Strategy development map |
| Appendix Two | Survey results |

This page is intentionally left blank



July 17

- **Community Strategy project start**
- Initial staff meetings to brain storm ideas
- **Core development team pulled together**



Aug 17

- **Continued brain storming of ideas and approach**
- Development of community survey



Sept 17

- **Community survey designed and launched**
- Distribution of survey to outlets and partners



Oct 17

- **Community survey**
- Development of discussion guide for focus groups
- **Focus groups organised and delivered in Basingstoke & Southampton**



Nov 17

- **Community survey**
- Focus groups organised and delivered in Portsmouth and Isle of Wight
- **Analysis of focus group results and current survey headlines**
- Engagement with PCC / CEx / SLT & drafting of strategy



Dec 17

- **Community survey**
- Draft strategy produced
- **Draft strategy out for consultation**
- Delivery plan development



Jan 18

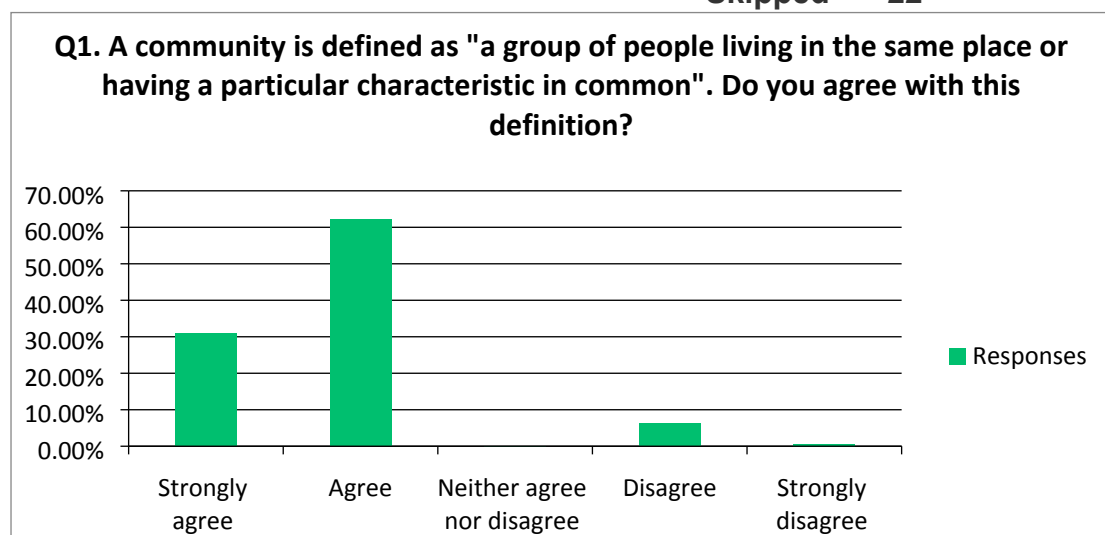
- **Analysis of survey results and draft strategy updated**
- Draft strategy out for consultation (PCC, CEx, SLT & Public)
- **Draft strategy presented to Police and Crime Panel**
- Delivery plan development

This page is intentionally left blank

Community Survey Results (04th September 2017 – 31st December 2017)

Q1. A community is defined as "a group of people living in the same place or having a particular characteristic in common". Do you agree with this definition?

| Answer Choices | Responses | |
|----------------------------|-----------|-------------|
| Strongly agree | 30.95% | 520 |
| Agree | 62.20% | 1045 |
| Neither agree nor disagree | 0.00% | 0 |
| Disagree | 6.25% | 105 |
| Strongly disagree | 0.60% | 10 |
| Answered | | 1680 |
| Skipped | | 22 |

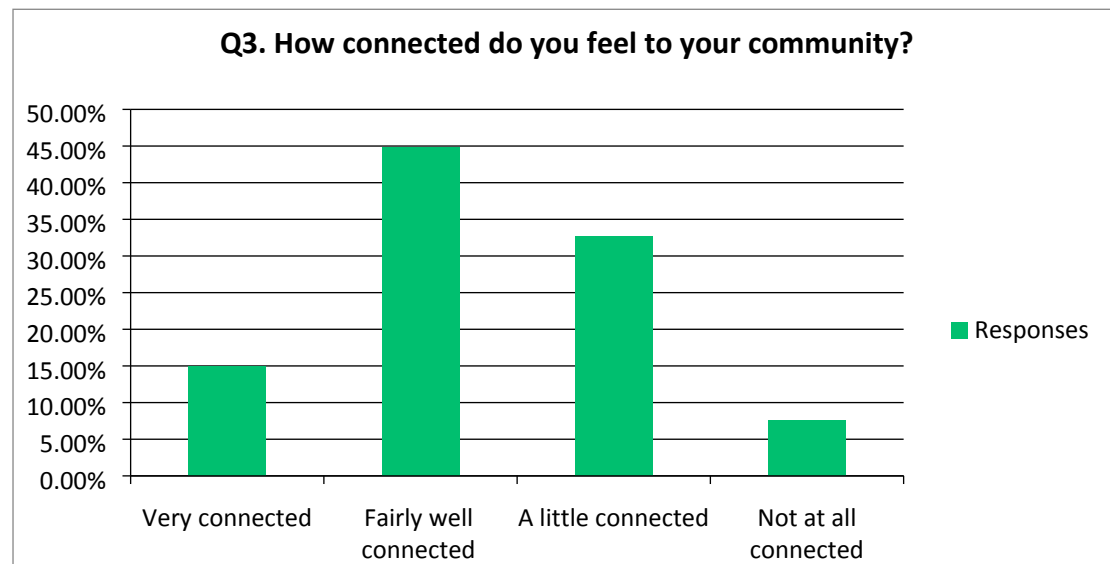


Q2. What does community mean to you?

See attached Word Cloud

Q3. How connected do you feel to your community?

| Answer Choices | Responses | |
|-----------------------|-----------|-------------|
| Very connected | 15.00% | 253 |
| Fairly well connected | 44.75% | 755 |
| A little connected | 32.66% | 551 |
| Not at all connected | 7.59% | 128 |
| Answered | | 1687 |
| Skipped | | 15 |

Community Survey Results (04th September 2017 – 31st December 2017)

Q4. What would help you to become actively involved and more connected to your community?

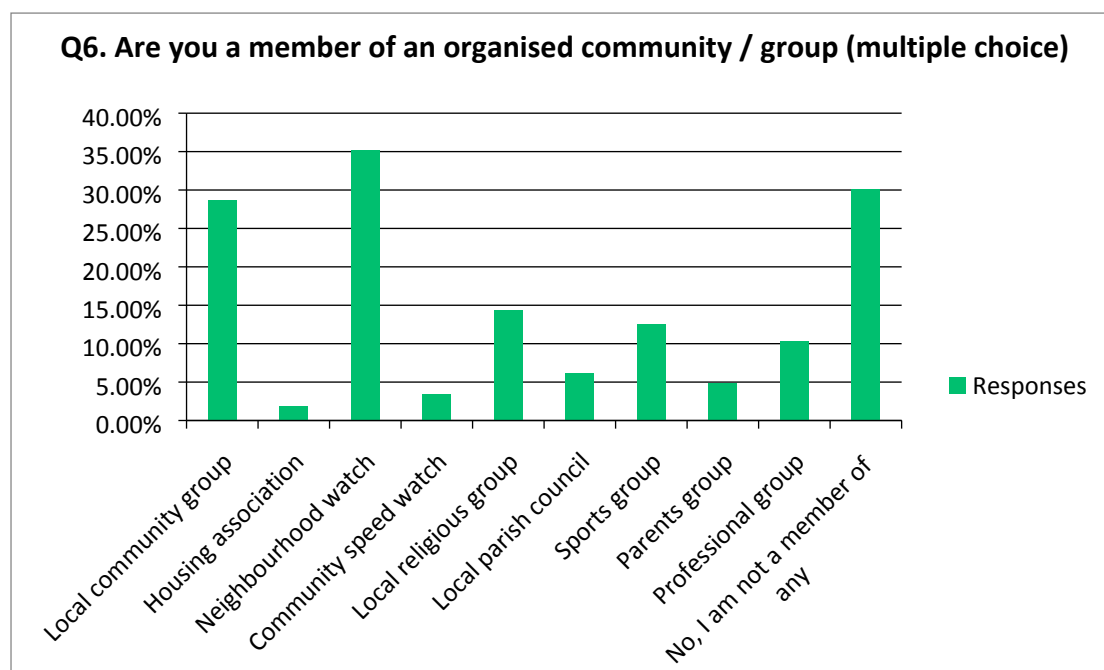
See attached Word Cloud

Q5. What are the biggest challenges that you and your community face?

See attached Word Cloud

Q6. Are you a member of an organised community / group (multi choice)

| Answer Choices | Responses | |
|------------------------------|-----------|-------------|
| Local community group | 28.65% | 396 |
| Housing association | 1.95% | 27 |
| Neighbourhood watch | 35.24% | 487 |
| Community speed watch | 3.40% | 47 |
| Local religious group | 14.40% | 199 |
| Local parish council | 6.22% | 86 |
| Sports group | 12.59% | 174 |
| Parents group | 4.92% | 68 |
| Professional group | 10.35% | 143 |
| No, I am not a member of any | 30.10% | 416 |
| Other (please specify) | | 333 |
| Answered | | 1382 |
| Skipped | | 320 |

Community Survey Results (04th September 2017 – 31st December 2017)

Q7. How can the Police and Crime Commissioner and his office support you and your community achieve your aims / goals? (rank top three)

| | First preference | | Second preference | | Third preference | |
|--|------------------|------|-------------------|------|------------------|------|
| Information about how to keep yourself and your community safer (including data) | 58.49% | 699 | 14.83% | 170 | 10.01% | 109 |
| Financial support | 10.88% | 130 | 9.42% | 108 | 8.72% | 95 |
| Networking opportunities with similar groups | 7.45% | 89 | 17.80% | 204 | 19.56% | 213 |
| Technical support | 2.85% | 34 | 6.89% | 79 | 11.20% | 122 |
| Advice and expertise | 12.89% | 154 | 34.82% | 399 | 23.60% | 257 |
| Training | 2.01% | 24 | 6.11% | 70 | 11.57% | 126 |
| Use of facilities (such as meeting rooms) | 3.01% | 36 | 6.28% | 72 | 9.27% | 101 |
| Support writing funding applications | 2.43% | 29 | 3.84% | 44 | 6.06% | 66 |
| Total | | 1195 | | 1146 | | 1089 |

See also Word Cloud for Question 7

Q8. What single thing could the Police and Crime Commissioner and his office do which would be the biggest help to you and your community?

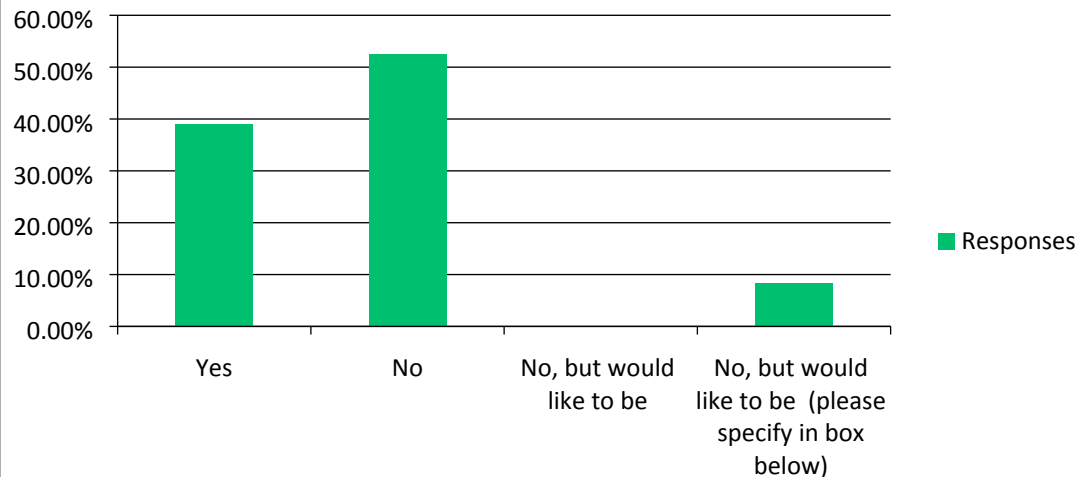
See attached Word Cloud

Q9. Are you and your community linked up with similar groups who share your views and concerns?

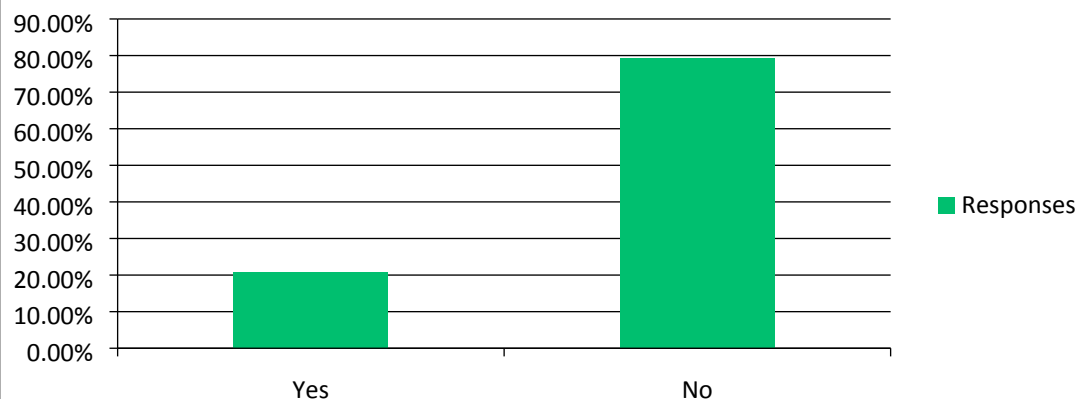
| Answer Choices | Responses | |
|----------------|-----------|-----|
| Yes | 39.06% | 493 |

Community Survey Results (04th September 2017 – 31st December 2017)

| | | |
|--|--------|-------------|
| No | 52.54% | 663 |
| No, but would like to be | 0.00% | 0 |
| No, but would like to be (please specify in box below) | 8.40% | 106 |
| Answered | | 1262 |
| Skipped | | 440 |

Q9. Are you and your community linked up with similar groups who share your views and concerns?**Q10. Are there any communities / groups that you would want to be more connected to?**

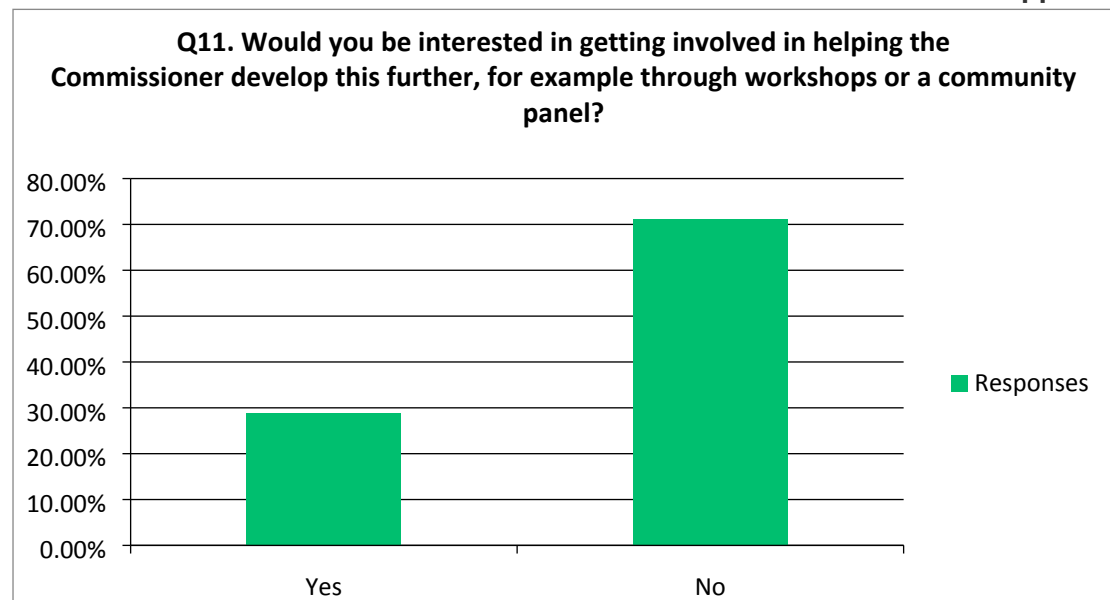
| Answer Choices | Responses | |
|-----------------|-----------|-------------|
| Yes | 20.87% | 246 |
| No | 79.13% | 933 |
| If yes, who | | 269 |
| Answered | | 1179 |
| Skipped | | 523 |

Q10. Are there any communities / groups that you would want to be more connected to?

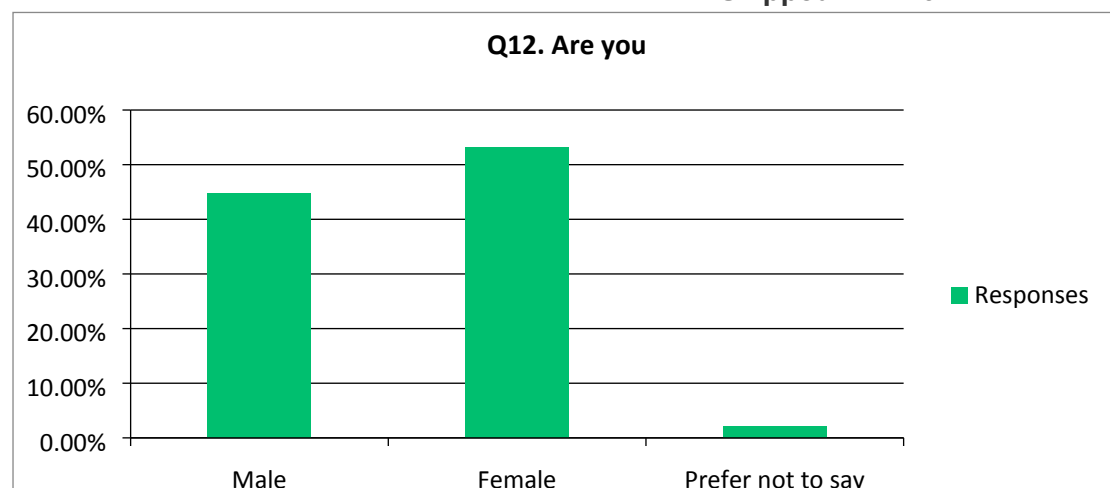
See also Word Cloud for Question 10

Community Survey Results (04th September 2017 – 31st December 2017)**Q11. Would you be interested in getting involved in helping the Commissioner develop this further, for example through workshops or a community panel?**

| Answer Choices | Responses | |
|--|-----------|-------------|
| Yes | 28.92% | 356 |
| No | 71.08% | 875 |
| If yes, please provide us with your name, address, telephone number and e-mail address | | 401 |
| Answered | | 1231 |
| Skipped | | 471 |

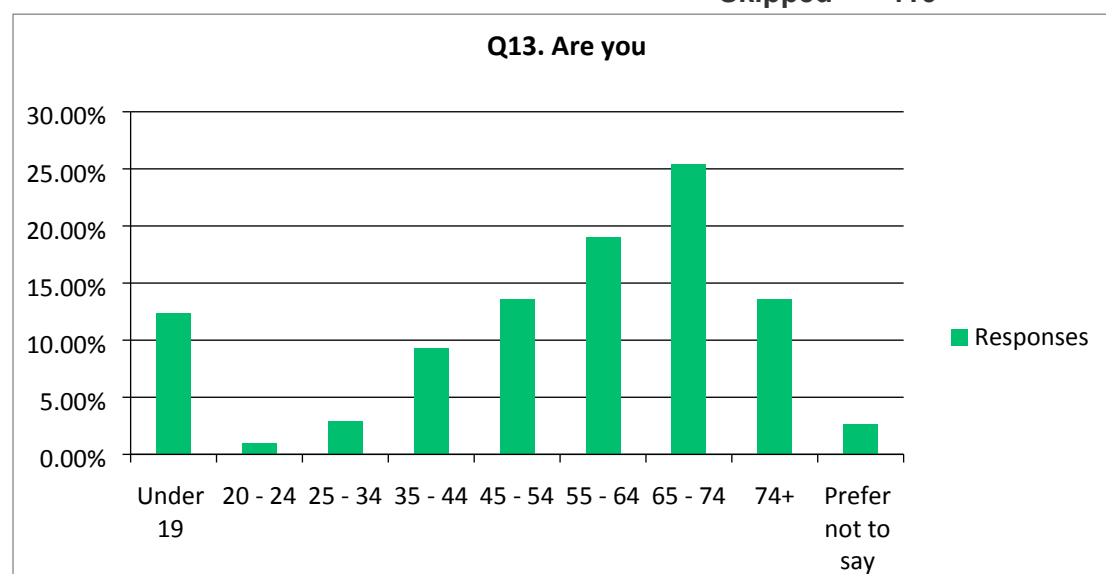
**Q12. Are you**

| Answer Choices | Responses | |
|-------------------|-----------|-------------|
| Male | 44.83% | 572 |
| Female | 53.13% | 678 |
| Prefer not to say | 2.04% | 26 |
| Answered | | 1276 |
| Skipped | | 426 |

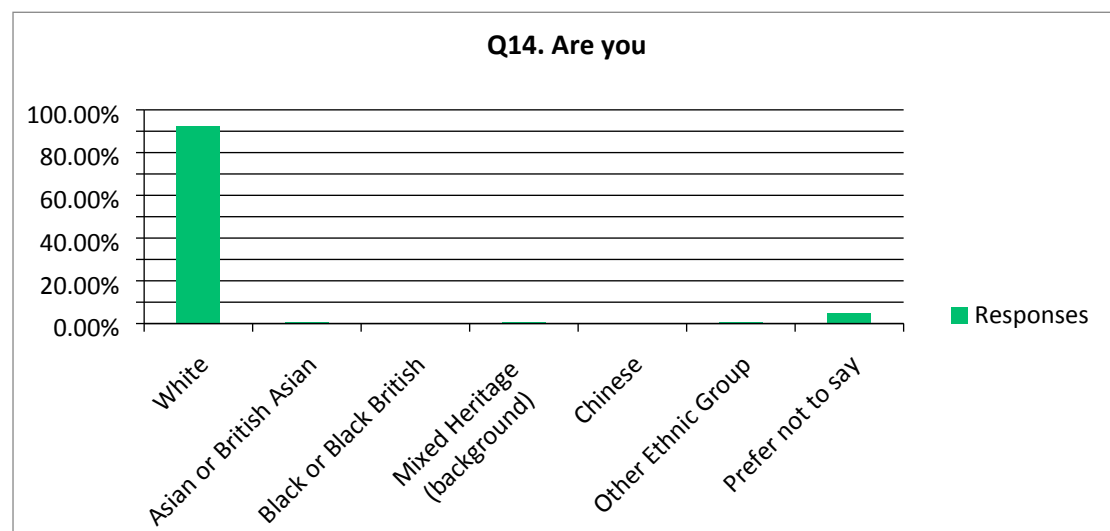


Community Survey Results (04th September 2017 – 31st December 2017)**Q13. Are you**

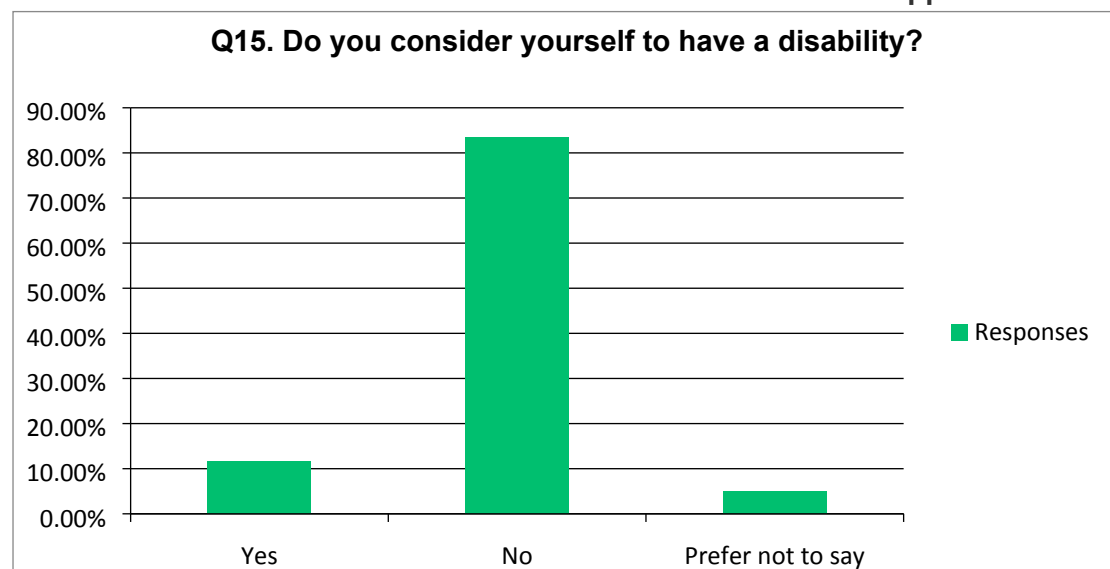
| Answer Choices | Responses | |
|-------------------|-----------|-------------|
| Under 19 | 12.36% | 159 |
| 20 - 24 | 1.01% | 13 |
| 25 - 34 | 2.95% | 38 |
| 35 - 44 | 9.33% | 120 |
| 45 - 54 | 13.61% | 175 |
| 55 - 64 | 19.05% | 245 |
| 65 - 74 | 25.43% | 327 |
| 74+ | 13.61% | 175 |
| Prefer not to say | 2.64% | 34 |
| Answered | | 1286 |
| Skipped | | 416 |

**Q14. Are you**

| Answer Choices | Responses | |
|-----------------------------|-----------|-------------|
| White | 92.37% | 1175 |
| Asian or British Asian | 0.86% | 11 |
| Black or Black British | 0.39% | 5 |
| Mixed Heritage (background) | 0.71% | 9 |
| Chinese | 0.08% | 1 |
| Other Ethnic Group | 0.47% | 6 |
| Prefer not to say | 5.11% | 65 |
| Other (please specify) | | 41 |
| Answered | | 1272 |
| Skipped | | 430 |

Community Survey Results (04th September 2017 – 31st December 2017)**Q15. Do you consider yourself to have a disability?**

| Answer Choices | Responses | |
|-------------------|-----------|-------------|
| Yes | 11.60% | 149 |
| No | 83.41% | 1071 |
| Prefer not to say | 4.98% | 64 |
| Answered | | 1284 |
| Skipped | | 418 |

**Q16. Please provide us with your postcode:**

See attached Word Cloud

This page is intentionally left blank

Q2 What does community mean to you?



This page is intentionally left blank

Q4 What would help you to become actively involved and more connected to your community?

Finding Nicer Opportunities Local Area Going Busy Live
Life Involved Street Events Communication
Community Neighbourhood Watch
Activities Respect Groups Health
Neighbours Unsure Interests Police Council Clubs
Able

This page is intentionally left blank

Page 91



This page is intentionally left blank

Q7 How can the Police and Crime Commissioner and his office support you and your community achieve your aims / goals? (rank top three)

Public Job Effectively Residents Pavements Road Improve
Speed Answer Police Officers Policeman
Presence Ground Local Advice
Community Listen Crime Hayling Support
Foot PCC New Milton Beat Supply Rural Regular Contact
Neighbourhood Watch Access

This page is intentionally left blank

Q8 What single thing could the Police and Crime Commissioner and his office do which would be the biggest help to you and your community?

Drug Problems Safety Communication Safe School Speeding
Present Beat Neighbourhood Watch Crime Contact
Community Money Police Policeman
Presence Residents Support Listen Patrols
CCTV Stop Live Young People Issues

This page is intentionally left blank

Q9 Are you and your community linked up with similar groups who share your views and concerns?

NHW Schemes Village Crime Organisations Unsure
Knowledge Idea Allow Community Meetings
Groups Concerns Local Believe Question Platform
Not Aware Police

This page is intentionally left blank

Q10 Are there any communities / groups that you would want to be more connected to?



This page is intentionally left blank

Q17 Please provide us with your postcode:

RG21_{RG22} RG20_{PO14} SP11_{PO6} SO51_{SP10}
SO45_{RG28} PO11_{PO30} BH25_{PO9} PO12
PO8 GU14_{SO21} RG25_{PO33} PO13_{GU12}
SO15_{PO5} SO16_{RG24} GU51 GU11

This page is intentionally left blank

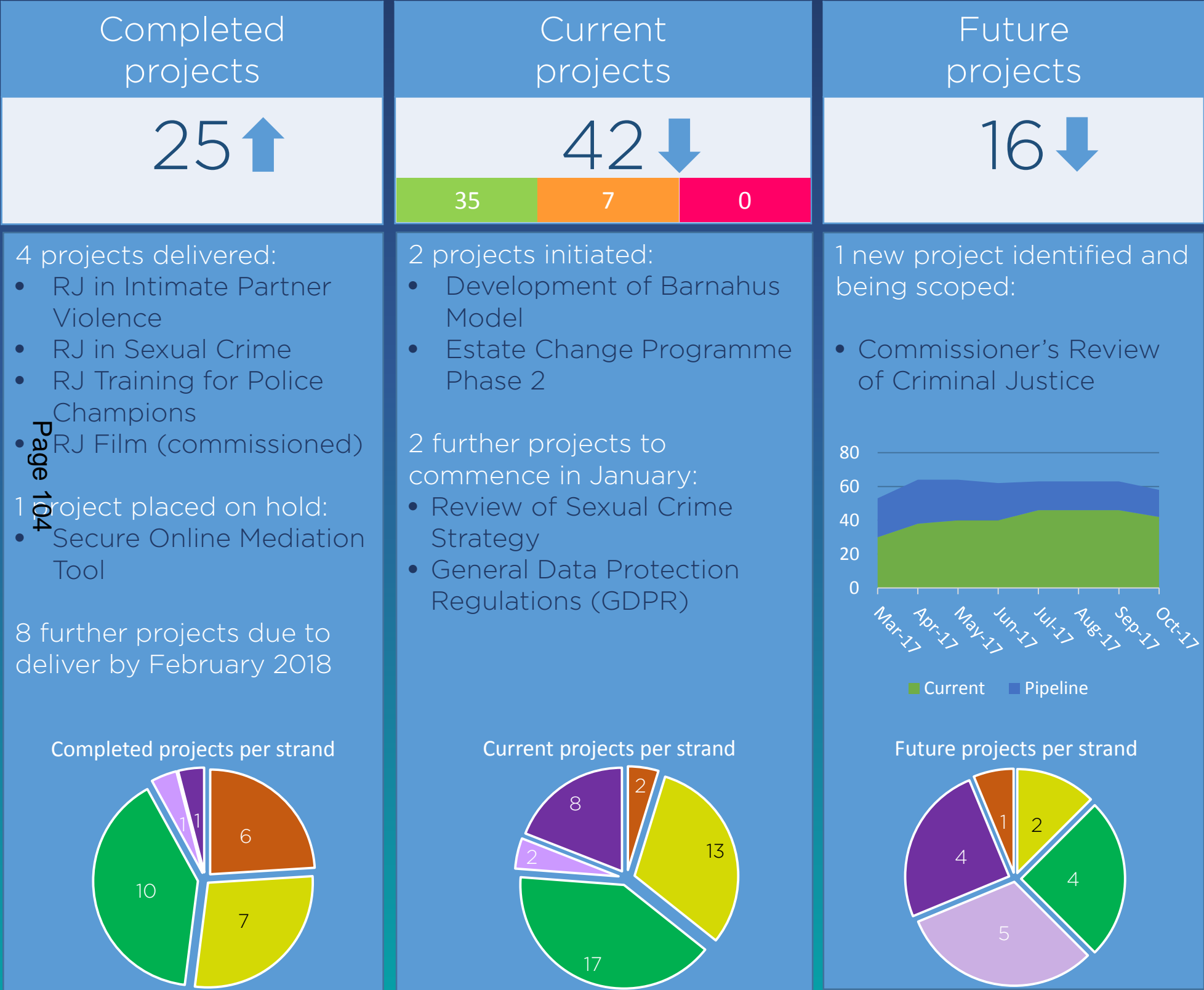
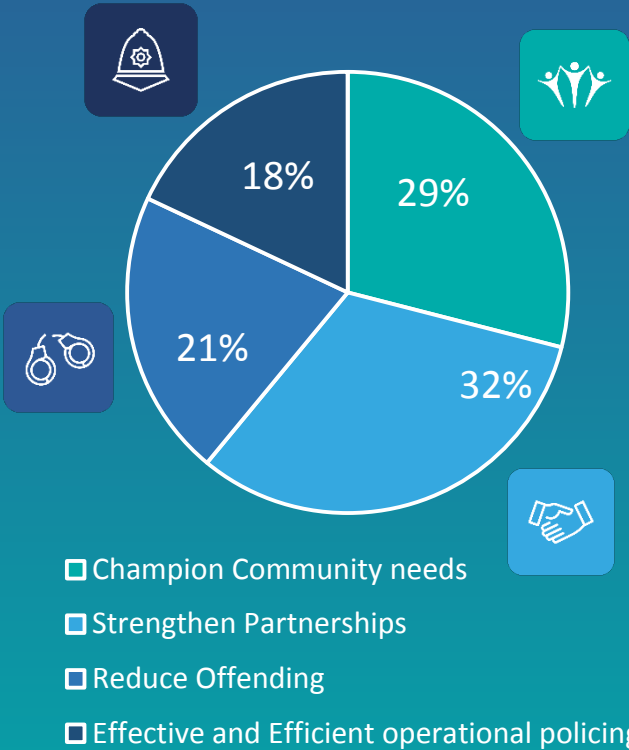
Police and Crime Plan

Delivery Progress

Police and Crime Plan Delivery Overview



PROJECTS SPLIT ACROSS PRIORITIES



HEARTSTONE SCHOOLS PROJECT



Overview

Aimed at 9 - 12 years olds as they transition from junior to secondary school - the core message of the project story is “live and let live” and allows children to explore how they would deal with racism / incidents of intolerance and confronting other uncomfortable ideas in a safe and sensitive way

Outcome

- Increased awareness and reporting of Hate Crime amongst young people
- Supporting victims
- Challenging prejudices, intolerance and long-held negative views
- Stronger, cohesion and integrated communities

FIREARMS LICENSING REVIEW

Page 106



Overview

The Firearms Licensing Department to undergo a process improvement review to manage and eradicate backlog of firearms licence renewal requests in order to meet public demand and ensure public and officer safety

Outcome

Improvement in processing applications end of 2017:

- 42 days - average to process shotgun grants (156 days in Oct '15)
- 36 days - average to process Firearms grants (81 days in Oct '15)
- Firearms licenses renewed before expiry 12% improvement
- Shotgun certificates renewed before expiry 9% improvement
- After review: project status improved (now green)

ELDERS STRATEGY

Page 107



Overview

With an aging population nationally and a higher than average population of those aged over 65 within Hampshire and Isle of Wight, this is an important area of engagement. This document will provide a strategy for the PCC and his office in supporting the older members of our society.

Outcome

- To develop a strategy for engaging with older residents of Hampshire, the Isle of Wight, Portsmouth and Southampton
- To document the areas of concern of older people regarding crime and policing in Hampshire
- To champion the needs of the older members of society

Police and Crime Plan | Delivery Progress



| Summary of Current Projects | | | |
|-----------------------------|---|--|-------------------|
| Project | | Objective | Forecast End Date |
| Big Conversations | Estate Change Programme Phase 1 | To successfully deliver the approved Estate Strategy | Q2 2020 |
| | Estate Change Programme Phase 2 | To successfully deliver the approved Estate Strategy | Q3 2020 |
| Big Issues | Review use of SafetyNet | To undertake a review of the current use of SafetyNet and identify opportunities for improving the way in which information is currently shared with partners | Q2 2018 |
| | Grant Management System | To provide an options appraisal of possible grants management systems | Q2 2018 |
| | Cyber Safety - Youth Commission | Cyber Ambassadors pilot completed, progress towards a universal method of reporting, research issues young people are currently facing online | Q1 2018 |
| | Substance misuse - Youth Commission | To implement recommendations from previous cohort and embed lethal highs work with partners | Q1 2018 |
| | Hate crime - Youth Commission | To research young people's knowledge and views of hate crime & launch findings in Hate Crime Awareness week. To raise awareness of 3rd party reporting centres. To support the Police Apprentice Hate Crime project in Portsmouth. | Q1 2018 |
| | Unhealthy relationships - Youth Commission | To raise awareness with young people of the early warning signs of an unhealthy relationship and what is a healthy relationship | Q1 2018 |
| | Mental Health - Youth Commission | Research issues young people are currently facing and solutions to tackle them. Raise awareness of support/self-help that are available for those with low level mental health issues. | Q1 2018 |
| | Elder Strategy | Development of an Older Persons Strategy | Q4 2017 |
| | Police Complaints Reform | Implementation of Policing and Crime Act 2017 provisions as relating to the role of the PCC in the police complaints system | Q4 2018 |
| | Domestic Abuse Perpetrators Hampshire and Southampton | Identify high risk DA perpetrators, manage them, and give them opportunities to change their unhealthy behaviour | Q1 2019 |
| | Integrated Domestic Abuse Service – Hampshire | To support victims of DA across the HCC area. | Q1 2019 |
| | Integrated Domestic Abuse Service – Portsmouth | Support services for victims of DA. | Q1 2018 |
| | Integrated Domestic Abuse Service - Isle of Wight | Support service for victims of domestic abuse. | Q1 2018 |

Police and Crime Plan | Delivery Progress



Summary of Current Projects

| Project | Objective | Forecast End Date |
|---|---|-------------------|
| Blue Light Collaboration | Blue Light partnership and collaboration strategic and tactical level across multiple partners (HFRS, SCAS, SeCamb, IOW ambulance and MCA) | Q1 2018 |
| Police Fire Governance Feasibility | Review of options available to the PCC under the Policing and Crime Act 2017 for governance of fire authorities within his area | Q4 2017 |
| Understand FGM and Harmful Practices landscape across Hampshire policing area | Understand what partners across Hampshire, Isle of Wight, Portsmouth and Southampton have in place to respond to FGM and other harmful cultural practices | Q4 2017 |
| Review the draft FGM strategy (Portsmouth) | Resolve current issues with regard to the draft FGM strategy for Portsmouth | Q4 2017 |
| Pan Hampshire Arrest Referral, Liaison and Diversion Service | One service to support all vulnerable prisoners in custody | Q1 2019 |
| Housing and support for offenders | Commissioning arrangements for the IOM Houses from April 2018 | Q1 2018 |
| Youth Prevention & Diversion Services | Future commissioning of the YOTs and other diversionary support services to prevent offending and re offending of young people | Q2 2019 |
| Review of Youth Diversionary Services | To understand the diversity and variety of diversionary projects for young people, to be achieved through interviews with a wide variety of relevant statutory and voluntary organisations | Q4 2017 |
| Restorative Practices - Delivery/Action Plan underpinning strategy | Production of a detailed delivery/action plan to underpin the strategy | Q1 2018 |
| Newly Commissioned Restorative Justice Service | Service specification that is in line with the Commissioner's Restorative Justice and Restorative Approaches Strategy and Police and Crime Plan priorities | Q1 2018 |
| Development of Barnahus Model | To gather CJS partner thoughts and views on this model in order to establish if there is an appetite to introduce child houses within H&IOW | Q1 2018 |
| Victim Voice Children & Young People (CYP) | To consider consulting with CYP victims to identify gaps and overlaps in service provision and inform OPCC and HC priorities and commissioning decisions | Q1 2018 |
| Victim Voice Sexual Offences | To consider consulting with victims of sexual offences to identify gaps and overlaps in service provision and inform OPCC and HC priorities and commissioning decisions | Q1 2018 |
| Victim Care Service Contract Renewal | New three year contract (with possible extension) to be awarded to provide support to all victims of crime and anti social behaviour within Hampshire and the Isle of Wight | Q1 2018 |
| Court Observation Panel | Consider introducing Court Observation Panel for LCJB | Q3 2018 |
| Crown Court Training Event | Familiarisation training sessions to be run at Winchester Crown Court | Q4 2017 |
| Court Films | Films of all crown and magistrates courts within H&IOW which can be used by all CJS partners and commissioned services to familiarise victims and witnesses with court houses and the facilities when due to attend | Q2 2018 |
| Review of Modern Slavery Partnership | To review Modern Slavery Partnership and produce new strategy and delivery model | Q4 2017 |

Police and Crime Plan | Delivery Progress



Summary of Current Projects

| Project | | Objective | Forecast End Date |
|-----------|---|--|-------------------|
| Community | Firearms Licensing | The Firearms Licensing Department to undergo a process improvement review to manage and eradicate backlog of firearms licence renewal requests in order to meet public demand and ensure public and officer safety | Q1 2018 |
| | Communities Strategy | The creation of a Communities Strategy to highlight the Commissioner's commitment to enabling stronger and more self reliant communities | Q4 2017 |
| Policing | Campaign work and business awareness | To explore how we can keep communities and those seen as more vulnerable to fraud SAFER - fraud comes in a number of guises and so needs to be tackled in a number of ways to meet the needs of those being defrauded and targeted | Q2 2018 |
| | Fraud Courier | To scope the work being undertaken to protect those vulnerable from courier fraud | Q2 2018 |
| | Business Crime Survey | To re run business crime survey of 2014 | Q1 2018 |
| | Cyber - Behaviours | To explore how we can keep communities and those seen as more vulnerable to cyber crimes SAFER - cyber crime comes in a number of formats and so needs to be tackled in a number of ways to meet the needs of those being targeted | TBD |
| | Evaluation of Cyber Ambassadors | The youth commission are investing in a cyber safety initiative - to implement a robust and effective peer service to support and educate pupils on cyber safety | Q2 2018 |
| | Hate Crime | Creation of a Hate Crime Strategy | Q4 2017 |
| | Heartstone schools project (Heartstone Odyssey) | The project is aimed at 9 - 12 years olds as they transition from junior to secondary school - the core message of the project story is "live and let live" and provides multiple fictional scenarios which allow children to explore how they would deal with racism / incidents of intolerance that they encounter from any perspective and background and confronting other uncomfortable ideas in a safe and sensitive way | Q3 2018 |
| | Police Investigation Centre Evaluation | Evaluation plan for all three PICs | Q1 2022 |

Police and Crime Plan | Decision Notices



Summary of Decision Notices approved in last quarter

| Decision Notice | Date approved | Summary |
|--|----------------|--|
| Domestic Abuse Matters training for Hampshire Constabulary | September 2017 | Approval of funding for the Domestic Abuse Matters training package, delivered by SafeLives on licence from the College of Policing |
| Estate facilities for operational policing team | September 2017 | Funding required to relocate an operational Policing Team into partner accommodation |
| Markets in Financial Instruments Directive (MiFID II) | October 2017 | Approval that elections for professional client status should be made on behalf of the Office of the Police and Crime Commissioner for Hampshire |
| PCSO provision | October 2017 | Funding from Hythe and Dibden Parish council for provision of two fully funded Police and Community Support Officers for Hythe and Dibden |
| Street Pastors | October 2017 | Funding allocation for Southampton Street Pastors |
| Scheme of Corporate Governance | December 2017 | Updated to reflect new guidance and the current governance arrangements |
| Crisis Worker of the Sexual Assault Referral Centre (SARC) in partnership with NHS England | December 2017 | Funding towards the Crisis Worker in the SARC who offers practical and emotional support, whilst NHS England fund the medical and forensic elements of the SARC |
| Integrated Offender Management Houses (IOM) from April 2018 | December 2017 | Funding for 3 IOM Houses from 1st April 2018 until 31st October 2021, to contribute towards the support staff in the IOM houses in Gosport, Portsmouth and Southampton |
| Memorial garden - Netley | December 2017 | Funding towards the creation of a memorial garden within the grounds of Victoria House (Southern Support Training HQ) to remember officers and staff of the Hampshire Constabulary who have lost their lives |
| Combatting Modern Slavery in Hampshire | December 2017 | Fund a secondment from Gosport Borough Council to lead the work on developing a Modern Slavery Partnership |
| Sale of Residential Property | December 2017 | Approval of sale of all surplus to requirements residential dwellings that are currently part of the OPCC Police estate |
| Supporting Communities Grant Fund | December 2017 | Award of grant for Hampshire and IOW Neighbourhood Watch Association |

This page is intentionally left blank

HAMPSHIRE POLICE AND CRIME PANEL

Report

| | | | |
|-------------------------|-------------------------------|---------------|--|
| Date considered: | 26 January 2018 | Item: | 12 |
| Title: | Quarterly Complaints Report | | |
| Contact: | Scrutiny Officer to the Panel | | |
| Tel: | 01962 846693 | Email: | pcp.complaints@hants.gov.uk |

1. Executive Summary

- 1.1 This purpose of this report is to provide the Hampshire Police and Crime Panel (PCP) with an overview of the work undertaken by the PCP's Complaints Sub-Committee over the previous quarter.

2. Contextual Information

- 2.1 The PCP is responsible for handling complaints made against the Police and Crime Commissioner for Hampshire (PCC), and for informally resolving non-criminal complaints, as well as complaints or conduct matters that are referred back to the Panel by the IPCC.
- 2.2 The PCP is also required to forward any 'serious' complaint it receives against the PCC to the IPCC. The definition of a 'serious' complaint is 'a qualifying complaint made about conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence'¹.
- 2.3 At its meeting on 19 October 2012, the PCP agreed protocols for how it would handle such complaints. This included the delegation of the initial stages of the complaints handling system to the Chief Executive of the Office of the Police and Crime Commissioner for Hampshire. Should the delegated officer determine that a complaint received should be considered by the PCP's Complaints Sub-Committee, it will be recorded as such and referred to the Panel scrutiny officer.

¹ As per paragraph 2(6) of Schedule 7 to the Police Reform and Social Responsibility Act 2011

- 2.4 The complaints protocol is normally reviewed annually to determine if any amendments need to be made. The current version was revised and agreed at the 7 July 2017 meeting.
- 2.5 The complaints procedure is displayed on the PCP's web pages, and can be found below:
<http://www3.hants.gov.uk/hampshire-pcp/pcc-complaints.htm>
- 2.6 Each complaint recorded will be subject to an 'informal resolution' process, described in the complaints procedure. Prior to undertaking this, the Complaints Sub-Committee has the opportunity to 'dis-apply' the informal resolution process, should the complaint fall into a number of categories outlined in legislation.

3. Complaints Sub-Committee

- 3.1 The Membership of the Complaints Sub-Committee is as follows:
- Councillor Lisa Griffiths
 - Councillor Ken Muschamp
 - Bob Purkiss MBE (Chair)
 - Councillor Leah Turner
- 3.2 The Sub-Committee receives legal advice from Portsmouth City Council.

4. Complaints Activity – September 2017 – December 2017

Potential Complaints against the PCC

- 4.1 Two potential complaints were received by the delegated officer between 16 September 2017 and 15 December 2017 (see *Table 1*).

| Complaints Received – Delegated Officer | No. of Complaints |
|---|--------------------------|
| Potential complaints received | 2 |
| - Not recorded as a complaint against the PCC | 0 |
| - Recorded as a complaint against the PCC | 2 |
| - Recorded as a potential 'serious' complaint against the PCC | 0 |

Table 1

Meetings of the Complaints Sub-Committee

4.2 The Complaints Sub-Committee have met once since the previous quarterly report.

Outcomes of the Complaints Sub-Committee meetings

4.3 At the time of writing:

- No complaints are on-going.
- One complaint had the informal resolution process dis-applied.
- No complaints have been referred to the IPCC.
- No complaints have been informally resolved without action.
- The unreasonable complainant policy has not been applied during this quarter (see Table 2)

| Complaints Conclusions | Number of Complaints |
|---|-----------------------------|
| Informal resolution process dis-applied | 1 |
| Referred to the IPCC | 0 |
| Resolved prior to consideration | 1 |
| Informally resolved without action | 0 |
| Informally resolved with action | 0 |
| Unreasonable complainant policy applied | 0 |
| Complaint still ongoing | 0 |
| Complaint withdrawn by complainant | 0 |

Table 2

5 Recommendations

5.1 That the quarterly complaints report is noted.

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

| <u>Document</u> | <u>Location</u> |
|--|---|
| Procedure for dealing with complaints against the Police and Crime Commissioner (Last updated July 2017) | http://www3.hants.gov.uk/hampshire-pcp/pcc-complaints.htm |
| Quarterly Complaints Report (October 2017) | http://democracy.hants.gov.uk/documents/s6554/Item%2012%20Quarterly%20Complaints%20report.pdf |



POLICE AND CRIME PLAN WORKING GROUP

TERMS OF REFERENCE

1. Role and Purpose of the Police and Crime Plan Working Group

The Police and Crime Plan Working Group is a permanent working group of the Hampshire Police and Crime PCP (PCP), with membership agreed annually at the PCP's Annual Meeting.

The Police and Crime Plan Working Group's purpose is to take a lead on the PCP's proactive scrutiny work programme as well as supporting the PCP in their statutory responsibility to contribute to the development of the Police and Crime Commissioner's (PCC) police and crime plan.

2. Scope of the Police and Crime Plan Working Group

Objectives:

- *To take a lead in the PCP's scrutiny of delivery against the police and crime plan. Key activities include:*
 - Reviewing the draft police and crime plan, ahead of its scrutiny by the full PCP. Through this activity Members of the working group will make recommendations to the PCC.
 - Reviewing any subsequent updates to the police and crime plan as required.
 - *Reviewing and scrutinising quarterly performance data, provided by the OPCC, outlining delivery against the objectives of the police and crime plan. Through this review the working group should identify key points of interest and/or concern to be brought forth to the full Panel meeting.*
- To take a lead on the PCP's proactive scrutiny work programme. Key activities include:
 - Making recommendation to the full PCP upon themes for the proactive scrutiny reviews
 - Drafting the scope for proactive scrutiny sessions, including the identification of written witnesses to approach for written and oral evidence, and lines of enquiry for the review.
 - Reviewing written evidence received, and identifying lines of enquiry for and oral witnesses to invite to the public evidence sessions.
 - Leading the drafting of scrutiny reports prior to full PCP approval, including the identification of conclusion and recommendation areas.

- Reviewing the PCC's response to the recommendations of the PCP's scrutiny reports and monitoring progress against the recommendations made.

In undertaking their responsibilities, the working group will consider how outcomes from scrutiny reviews can support the PCC in the delivery of the police and crime plan and inform and enhance the approach to tackling crime and improving community safety across Hampshire and the Isle of Wight.

Exclusions:

The working group will only consider matters which relate to the role and duties of the PCC, and not those which specifically regard operational policing or the responsibility of other statutory bodies.

3. Method

The working group will meet a minimum of four times per year, with additional meetings scheduled in advance as required to support the review of the police and crime plan or the needs of the scrutiny programme. The four scheduled meetings will take place approximately six weeks before date of the full PCP meetings. As a working group of the Panel, meetings will not usually be held in public, and access to information rules for the public will not apply to these meetings.

The working group may call on any member of the PCP to join them as an 'expert' adviser, in order to support the effective discharge of their responsibilities.

Where the working group requires further information in order to enhance the efficiency of the proactive scrutiny work programme, such information will be requested.

Additionally members of this working group will usually represent the PCP at conferences hosted by the Office of the Police and Crime Commissioner for Hampshire (OPCC) and other organisations which focus upon on the thematic scrutiny topics being reviewed and considered by the PCP.

4. Membership

Membership for the year is determined during the Annual Meeting, where Members can volunteer for nomination to the working group, with the final membership agreed by the full PCP.

The working group shall be made up five members. All members of the PCP are eligible for membership and the working group should, where possible, seek to be a cross party group.

The working group may request additional members of the PCP to contribute to the activities of the working group as they find advantageous in the course of their considerations. The working group may also invite

representatives of the OPCC or other expert advisers to attend meetings in order to provide advice, but these members will not be full members of the working group.

5. Outcomes

The working group will provide reports and updates, including outlining any recommendations, to the formal meetings of the Panel.

Annexe

Background

The Police and Crime Plan Working Group was set up on 2012 in order to review the draft Police and Crime Plan prior to the PCP's scrutiny of it in March 2013.

The PCP agreed at their January 2014 meeting to build on the 'statutory functions' by moving to a fuller work-programme focusing on core elements of the PCC's Police and Crime Plan. This included an agreement to:

- Hold two sessions at each meeting, with the morning session agenda items relating to the PCP's statutory functions and the afternoon session hosting a proactive scrutiny evidence gathering session.
- Hold additional meetings of the Police and Crime Plan working group in order to set the agenda for the afternoon sessions of the PCP, which would be based on the priorities of the Police and Crime Plan.
- Plan scrutiny sessions in advance so that information can be invited from the PCC, key partner stakeholders, and the public (written and oral evidence as specified by the members) in a timely fashion.
- Report to the PCC conclusions and recommendations outlining the PCP's findings following their scrutiny session.

The Plan Working Group has remained active since this time for the purpose of monitoring the implementation plan and through this to set themes for the proactive scrutiny and lead on the work in this area on behalf of the PCP.

Further information can be found online:

<http://www3.hants.gov.uk/hampshire-pcp/pcc-proactivescrutiny.htm>

HAMPSHIRE POLICE AND CRIME PANEL

Report

| | | | |
|-------------------------|---|---------------|--|
| Date considered: | 26 January 2018 | Item: | 14 |
| Title: | Work Programme and 2018/19 Calendar of Meetings | | |
| Contact: | Scrutiny Officer to the Panel | | |
| Tel: | 01962 847336 | Email: | members.services@hants.gov.uk |

1. Executive Summary

1.1. The purpose of this paper is to set out the work programme for the Panel.

2. Legislative Context

- 2.1. It is for the Panel to determine its number of meetings. It is anticipated that the Panel will require a minimum of four ordinary meetings in public in each municipal year to carry out its functions.
- 2.2. In addition to the scheduled ordinary meetings, additional meetings may be called from time to time, in accordance with the Panel's Rules of Procedure (see Rule 1).
- 2.3. The Panel may also be required to hold additional meetings should the Commissioner wish to appoint to specific posts within their staff, or should a non-serious complaint be made against the Commissioner which requires the full Panel to consider it.

3. Meeting Dates and Work Programme

3.1. The proposed Police and Crime Panel dates for 2018/19 are as follows:

- Friday 6 July 2018
- Friday 5 October 2018
- Friday 25 January 2019
- Friday 12 April 2019

3.2. A work programme is attached as Appendix One.

4. Recommendations

4.1 That the meeting dates are noted.

4.2 That the work programme, subject to any recommendations made at the meeting, is agreed.

WORK PROGRAMME – POLICE AND CRIME PANEL

Appendix One

| Item | Issue | Item Lead | Status and Outcomes | 7 July 2017 | 6 October 2017 | 26 January 2018 | 13 April 2018 |
|-----------------------------|---|------------------|--|-------------|----------------|-----------------|---------------|
| SCRUTINY ITEMS | | | | | | | |
| Community Engagement | To consider how best the PCC engages and builds awareness of the PCC role with the community, and how the public can shape approaches to policing and crime | OPCC | Raised by OPCC CX at July meeting – Community Strategy to be reviewed Jan | | | X | |
| PEEL inspections | To understand how the PCC is hold the Chief Constable to account for recent PEEL inspection outcomes | OPCC / HC | Recommendation made in April 2017 for item to be considered in July 2017. Item considered – Panel to review once next report is published. | X | | | |
| Precept | To consider and take a decision on the PCC's proposed precept | OPCC | To be considered January 2018. Finance working group to report immediately prior. | | | X | |

| Item | Issue | Item Lead | Status and Outcomes | 7 July 2017 | 6 October 2017 | 26 January 2018 | 13 April 2018 |
|-------------------------------|--|---------------------|--|-------------|----------------|-----------------|---------------|
| OVERVIEW ITEMS | | | | | | | |
| Annual Report | To receive the annual report of the PCC for the previous year | OPCC | Annual report was considered in October 2017 | | X | | |
| Annual Report | To provide an overview of the PCPs work for the previous year. | PCP | Annual report was considered in October 2017 | | X | | |
| Collaboration | To work with other PCPs in the South to understand how PCCs are working in collaboration | PCC and OPCC | To be considered in January, once joint Chairman meeting has been held in Autumn | | | X | |
| Commissioning Strategy | To understand the PCC's commissioning strategy | OPCC | TBC | | | | |

| Item | Issue | Item Lead | Status and Outcomes | 7 July 2017 | 6 October 2017 | 26 January 2018 | 13 April 2018 |
|-----------------------------|---|-------------|---|-------------|----------------|-----------------|---------------|
| Estates Strategy | To understand progress made with the Estates strategy | OPCC | Revised estate strategy reviewed July 2017. Next due to be considered April 2018. | X | | | X |
| PCP Grant Budget | To agree the proposed budget for the next financial year, and to review the previous years' spend | PCP | Budget for 2018/19 to be agreed October 2017, subject to full grant being received (tbc April 2018) | | X | | |
| Police and Fire Act | To understand preparations being made locally to respond to the Act | OPCC | Considered July 2017. To be further considered once PCC takes decisions relating to fire and rescue authorities, and complaints. | X | | | X |
| MONITORING ITEMS | | | | | | | |
| Community Speedwatch | To understand the final outcomes of the review into Community Speedwatch schemes | OPCC | Reviewed January 2016, to understand the final outcomes in July 2016. <i>Rolled into community engagement item – see above</i> | | | | |

| Item | Issue | Item Lead | Status and Outcomes | 7 July 2017 | 6 October 2017 | 26 January 2018 | 13 April 2018 |
|---|---|-------------|--|-------------|----------------|-----------------|---------------|
| GOVERNANCE ITEMS | | | | | | | |
| Complaints Protocol Update | To review and agree a revised complaints protocol | PCP | To review the complaints protocol following the Chairman's annual complaints review meeting. | X | | | |
| Election of Chairman / Vice Chairman | Elect ion of Chair and Vice Chairman for 2016/17 | PCP | Occurs at each AGM meeting | X | | | |
| STANDING ITEMS | | | | | | | |
| Police and Crime Plan Implementation | An update on the progress made with implementing the priorities of the Plan | OPCC | Monitoring implementation of the Police and Crime Plan. | X | X | X | X |
| Complaints against the PCC | To provide an overview update to each meeting of complaint activity | PCP | Quarterly update to be heard at each meeting. | X | X | X | X |

This page is intentionally left blank