Document Pack



Wendy Walters
Prif Weithredwr,
Chief Executive,
Neuadd y Sir, Caerfyrddin. SA31 1JP
County Hall, Carmarthen. SA31 1JP

FRIDAY, 31 JANUARY 2020

TO: ALL MEMBERS OF THE DYFED POWYS POLICE AND CRIME PANEL

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **DYFED POWYS POLICE AND CRIME PANEL** WHICH WILL BE HELD IN THE **CHAMBER, COUNTY HALL, CARMARTHEN. SA31 1JP. AT 10.30 AM, ON FRIDAY, 7TH FEBRUARY, 2020 FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA**

Wendy Walters

CHIEF EXECUTIVE



Democratic Officer:	Jessica Laimann	
Telephone (direct line):	01267 224178	
E-Mail:	JMLaimann@carmarthenshire.gov.uk	
Webcast Link:	https://carmarthenshire.public-i.tv/core/portal/home	



DYFED POWYS POLICE & CRIME PANEL 14 MEMBERS

CARMARTHENSHIRE COUNTY COUNCIL - 3 MEMBERS

COUNCILLOR KEN HOWELL (Plaid Cymru)
 COUNCILLOR JOHN PROSSER (Labour)
 COUNCILLOR EMLYN SCHIAVONE (Plaid Cymru)

CEREDIGION COUNTY COUNCIL - 3 MEMBERS

COUNCILLOR LLOYD EDWARDS (Welsh Liberal Democrats)
 COUNCILLOR KEITH EVANS (Independent)
 COUNCILLOR ALUN LLOYD JONES (Plaid Cymru)

PEMBROKESHIRE COUNTY COUNCIL - 3 MEMBERS

COUNCILLOR MICHAEL JAMES (Independent)
 COUNCILLOR STEPHEN JOSEPH (Independent Unaffiliated)

3. COUNCILLOR ROBERT SUMMONS (Conservative)

POWYS COUNTY COUNCIL - 3 MEMBERS

1. COUNCILLOR DAVID O. EVANS (Independent)

COUNCILLOR LES GEORGE (Welsh Conservative Party)
 COUNCILLOR WILLIAM POWELL (Welsh Liberal Democrats)

CO-OPTED INDEPENDENT MEMBERS - 2 MEMBERS

- 1. PROFESSOR IAN ROFFE
- 2. MRS HELEN MARGARET THOMAS



AGENDA

1.	APOLOGIES FOR ABSENCE AND PERSONAL MATTERS	
2.	DECLARATIONS OF INTEREST	
3.	TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE	
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	THE REPORTS RELATING TO THE FOLLOWING ITEM ARE NOT FOR PUBLICATION AS THEY CONTAIN EXEMPT INFORMATION AS DEFINED IN PARAGRAPH 12 OF PART 4 OF SCHEDULE 12A TO THE LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) (WALES) ORDER 2007. IF, FOLLOWING THE APPLICATION OF THE PUBLIC INTEREST TEST, THE BOARD RESOLVES PURSUANT TO THE ACT TO CONSIDER THIS ITEM IN PRIVATE, THE PUBLIC WILL BE EXCLUDED FROM THE MEETING DURING SUCH CONSIDERATION.	
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PANELS



DYFED POWYS POLICE AND CRIME PANEL

Friday, 25 October 2019

PRESENT: Councillor A. Lloyd-Jones (Chair)

Carmarthenshire County Council Members:

Councillors K. Howell and J. Prosser;

Ceredigion County Council Members:

Councillors L. Edwards and K. Evans;

Pembrokeshire County Council Members:

Councillor S. Joseph;

Powys County Council Members:

Councillors D. Evans and W. Powell;

Independent Members:

Prof. I. Roffe;

Mrs. H.M. Thomas;

In attendance from the Office of the Police and Crime Commissioner:

Mr. D. Llywelyn - Police and Crime Commissioner;

Mrs. C. Morgans - Chief of Staff;

Ms. B. Peatling - Chief Finance Officer;

Also in attendance as an observer:

Councillor E. Schiavone (Carmarthenshire County Council);

Also present:

Mrs C. Clarke, Carmarthenshire Disability Partnership;

The following Officers were in attendance:

R. Edgecombe, Legal Services Manager;

L Morris, Senior Press Officer;

J. Laimann, Assistant Democratic Services Officer;

Chamber, County Hall, Carmarthen. 10.30 am - 12.45 pm & 1.40 pm - 2.20 pm

1. APOLOGIES FOR ABSENCE AND PERSONAL MATTERS

Apologies for absence were received from Councillor Les George, Councillor Mike James and Councillor Rob Summons.

The Chair advised that he had written to extend the Panel's condolences to the Chief Constable regarding the recent death of his father.

The Chair welcomed Councillor Emlyn Schiavone (Carmarthenshire County Council) to the meeting and advised that, subject to approval by the Home Office,



Councillor Schiavone would be replacing Councillor Jim Jones (Carmarthenshire County Council). The Chair thanked Councillor Jones for his contribution to the Panel.

The Chair advised that he, Prof Ian Roffe and Robert Edgecombe had recently attended a meeting of the Chairs and Vice-Chairs of Police and Crime Panels across Wales. Prof Roffe provided an update on the meeting to the Panel. He advised that it had been discussed how Police and Crime Panels could effectively scrutinise the work of Police and Crime Commissioners in accordance with Police and Crime Plans. The Panel thanked Prof Roffe for his report.

VARIATION OF BUSINESS

The Panel agreed to vary the order of the business on the agenda so as to move Item 10 (Anti-Social Behaviour) back to discuss after Item 13 (Update Report – Use of Force).

2. DECLARATIONS OF INTEREST

There were no declarations of personal interests made at the meeting.

3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 3RD JULY 2019

RESOLVED that the minutes of the Dyfed-Powys Police and Crime Panel meeting held on the 3rd July 2019 be signed as a correct record.

4. MATTERS ARISING FROM THE MINUTES (IF ANY)

Minute Item 7.1. – Question from R.R.

In response to a query on the 17.5% increase in staff numbers at Dyfed-Powys Police, the Commissioner advised that the number of warranted officers had remained constant and support staff numbers had increased. He further advised that the Neighbourhood Policing Team around Llanelli was currently undergoing restructuring and service delivery would be monitored, however this did not affect the availability of response officers.

Minute Item 8 - Mental Health and Policing

In response to a query, the Commissioner advised that the Health Board was leading on the provision on Crisis Care Cafes and sanctuaries. Facilities had opened in Llanelli and Aberystwyth and a timescale regarding further facilities could be provided to the Panel.

5. QUESTIONS ON NOTICE FROM PANEL MEMBERS TO THE COMMISSIONER

5.1. QUESTION FROM COUNCILLOR KEITH EVANS

"In the event that the Prime Minister's promise of an additional 20,000 police officers becomes reality, is the Commissioner satisfied that Dyfed-Powys Police has the ability to recruit and train its share of those officers? Is the commissioner able to give any indication of how many additional officers this will result in for Dyfed-Powys?"



Response from the Police and Crime Commissioner

The Commissioner advised that, if the Prime Minister would follow through on the promise, Dyfed-Powys Police would aim to recruit forty-two additional officers by March 2021 in response to the first round of funding. Further plans had not yet been determined. The Commissioner also advised that Police Community Support Officers received specific training tailored to their role.

6. QUESTIONS ON NOTICE FROM MEMBERS OF THE PUBLIC - NONE RECEIVED

The Chair advised that no question on notice had been received from members of the public.

7. DEEP DIVE REVIEW - DIRECT CONTACT

The Panel considered a report on a Deep Dive Review on initial public contact with Dyfed-Powys Police, undertaken by the Commissioner's office. The Commissioner advised that appended to the report was a letter from the Chief Constable outlining how the Force was intending to respond to the fourteen recommendations made in the report.

In response to a query, the Commissioner advised that the Force recognised the need to balance the use of modern technologies with more traditional modes of communication in order to reach a diverse range of audiences in the region.

In response to a query on mobile police stations, the Commissioner advised that he was engaging the Chief Constable on how the units could be used in a more frequent and structured manner.

In response to a query on user satisfaction in relation to being kept informed (Recommendation 8 of the report), the Commissioner advised that progress was being monitored by the Force Victim and Witness Group and expected timescales for investigations and updates needed to be communicated appropriately.

RESOLVED that the report be noted.

8. DOMESTIC AND SEXUAL VIOLENCE

The Panel considered a report regarding the delivery of the Police and Crime Plan in respect of domestic and sexual violence. The Commissioner emphasised the importance of lobbying to increase the provision of support services. He advised that the report listed recommendations relation to future commissioning and partnership working as well as a list of grants that he had provided to community organisations working on sexual violence and domestic abuse.

In response to a query, the Commissioner advised that the report acknowledged a lack of therapeutic services for child victims, His office was engaged in lobbying on the subject and had provided funding for cognitive therapy in relation to the Youth Offending Teams.



A query was raised in relation to press reports of a court case where sentencing of a confessed offender had taken over two years. The Commissioner advised that he had raised concerns over the timeframe with the Force over the last twelve months and suggested that the delays were partly due to recent changes to the Bail Act and complex disclosure requirements. The Force had installed an Investigation Standard Gold Group that would focus on lengthy investigations. Further to this, the Commissioner's next Deep Dive Review would consider victims' experience in the prosecution process.

In response to a query on the high rates of underreporting of domestic violence and sexual abuse, the Commissioner advised that the Chief Constable had identified this as a priority and dedicated a full-time member of staff to reviewing the issue. The Force was collaborating with Swansea University to improve risk assessment procedures and was looking into further multi-agency working.

In response to a query, the Commissioner advised that staff received specific training on domestic violence and sexual abuse which was taking into consideration recent legislative changes in relation to stalking, harassment and coercive control.

RESOLVED that the report be noted.

9. DECISIONS TAKEN BY THE COMMISSIONER

The Panel considered a report on decisions made by the Commissioner in the period between 27th June and 18th October 2019.

RESOLVED that the report be noted.

10. FEEDBACK FROM THE POLICING ACCOUNTABILITY BOARD ON THE 6TH AUGUST 2019 [FORMERLY AGENDA ITEM 11]

The Panel received a report on the Police Accountability Board meeting in Lampeter on the 6th August 2019, which had been attended by Councillor Lloyd Edwards, Councillor Keith Evans and Prof Ian Roffe. The Panel thanked them for their informative report.

RESOLVED that the report be received.

11. TACKLING ILLEGAL DRUGS [FORMERLY AGENDA ITEM 12]

The Panel considered a report from the Commissioner on the progress being made by Dyfed-Powys Police in tackling illegal drugs. The Panel was advised that the report provided an update in relation to the recommendations identified in a Deep Dive Review which had been presented to the Panel in April 2019.

In response to a query, the Commissioner advised that the Offender Diversionary Scheme was aiming to improve referrals to support services.

With regard to drug awareness programmes in schools, the Commissioner advised that a report had been produced exploring further opportunities for police officer engagement in this area.

RESOLVED that the report be received.



12. UPDATE REPORT - USE OF FORCE [FORMERLY AGENDA ITEM 13]

The Panel considered a report from the Commissioner on the progress being made by Dyfed-Powys Police in relation to the recommendations identified in the a Deep Dive Review, which had been presented to the Panel at a previous meeting.

The Commissioner advised that the increased availability of body worn cameras as well as in car video footage facilitated the assessment of stop and search activities however in some instances footage had not been appropriately saved by police officers. Use of force by Dyfed-Powys Police would be subject to ongoing monitoring by the Quality Assurance Panel.

RESOLVED that the report be noted.

13. ANTI-SOCIAL BEHAVIOUR [FORMERLY AGENDA ITEM 10]

The Chair welcomed to the meeting Mrs Christine Clarke from the Carmarthenshire Disability Partnership who gave evidence to the Panel in relation to the experience of anti-social behaviour and the response of authorities. Mrs Clarke advised that she was very concerned about anti-social behaviour in town centres and adjunct areas especially under the influence of illegal drugs and alcohol. Anti-social behaviour was particularly intimidating to disabled people who might be unable to just "walk away" from a threatening situation and some members of the Carmarthenshire Disability Partnership were avoiding town centres for this reason.

In response to a query, Mrs Clarke advised that her personal experience was mainly based on Llanelli. Working relationships between the Carmarthenshire Disability Partnership and the Neighbourhood Policing Team were good however they perceived the team as insufficiently staffed to fully address anti-social behaviour.

It was suggested that licensed premises and off-license shops partially contributed to anti-social behaviour and a collaborative approach with licensing and trading standards departments could be used to address this issue. Further comments were made suggesting that licensing regulations left limited scope for this and that the presence of police officers in town centres was crucial.

RESOLVED that the presentation be received.

CHAIR	DATE





DYFED POWYS POLICE AND CRIME PANEL

Wednesday, 6 November 2019

PRESENT: Professor I. Roffe (Chair)

Carmarthenshire County Council Members:

Councillors K. Howell and J. Prosser;

Ceredigion County Council Members:

Councillors L. Edwards and K. Evans:

Pembrokeshire County Council Members:

Councillors M. James, S. Joseph and R. Summons;

Powys County Council Members:

Councillors L. George and W. Powell;

Independent Member:

Mrs. H.M. Thomas;

In attendance from the Office of the Police and Crime Commissioner:

Mr. D. Llywelyn - Police and Crime Commissioner;

Mrs. C. Morgans - Chief of Staff;

Ms. B. Peatling - Chief Finance Officer;

Ms. N. Harris – Quality of Service Caseworker:

Also in attendance as an observer:

Councillor E. Schiavone (Carmarthenshire County Council);

The following Officers were in attendance:

R. Edgecombe, Legal Services Manager;

J. Laimann, Assistant Democratic Services Officer;

Chamber & Ante Room, 3 Spilman Street, Carmarthen, 10.40 am - 12.15 pm

1. APOLOGIES FOR ABSENCE AND PERSONAL MATTERS

Apologies for absence were received from Councillor Alun Lloyd-Jones (Ceredigion County Council) and Councillor David Evans (Powys County Council).

VARIATION OF BUSINESS

The Panel agreed to vary the order of the business on the agenda so as to bring forward Item 5 (Complaints and Conduct) to discuss before Item 4 (Recruitment of Co-opted Panel Members).

2. DECLARATIONS OF INTEREST

Panel Member	Minute Item	Nature of Interest
Cllr. W. Powell	Item 7 – Complaint against	Association with the
	the PCC by C.C.	complainant



Mrs. H.M. Thomas	Item 5 – Recruitment of	Co-opted Panel Member
	Co-opted Panel Members	
Prof. I. Roffe	Item 5 – Recruitment of	Co-opted Panel Member
	Co-opted Panel Members	

3. MENTAL HEALTH AND POLICING CONFERENCE

The Panel received a report by Mrs Helen Thomas and Councillor William Powell on the annual Mental Health and Policing Conference, which they had attended on the 23rd and 24th September in Chester. They advised the Panel that this year's conference had focussed on the mental health of children and young people and had provided valuable insights into how ongoing challenges could be addressed. Two main messages from the diverse contributions at the conference were the importance of early intervention in addressing mental health issues and the value of partnership working in response to increasing budgetary pressures. Police and crime commissioners had a key role to play in this context because they could encourage partnership working and ensure that the right agencies were accountable. The Panel thanked Mrs. Thomas and Cllr. Williams for their detailed and informative report.

The Commissioner emphasised the importance of working with partners such as the Hywel Dda Health Board and advised that he was trying to offset some impacts of budgetary cuts by providing funding to youth services in the Dyfed-Powys area. In response to a query on the welfare of police officers dealing with challenging situations, the Commissioner advised that services were available and a mental health lead had recently been appointed in the occupational health team.

RESOLVED that the report be noted.

4. COMPLAINTS AND CONDUCT [FORMERLY AGENDA ITEM 5]

The Panel considered a report on the impending changes to the police complaints process and their possible impact on the work of the Panel. The Panel was advised that the proposed changes would shift responsibility in relation to the appeals process for complaints against the Force to the Commissioner. This could potentially lead to an increase in the number of complaints against the Police and Crime Commissioner which would have to be considered by the Panel. The changes were expected to come into effect in early 2020 and could provide an opportunity for the Panel to review its complaints procedure.

RESOLVED that the report be noted.

5. RECRUITMENT OF CO-OPTED PANEL MEMBERS [FORMERLY AGENDA ITEM 4]

[Note: Mrs H. Thomas and Prof I. Roffe had declared an interest in this item and left the Chamber prior to the consideration and determination thereof.]

The Panel considered a report on the recruitment of co-opted Panel Members. Following public criticism of the composition of the Panel in 2018-19, Panel Members had indicated that they wished to consider increasing the number of co-opted members in an effort to address the problem. The Panel was advised that it could not give preference to applicants who were female or from BME



backgrounds but it could actively encourage applications from these groups. The Panel would not receive further funding for an additional co-opted member.

A comment was made suggesting that the Panel could seek to engage young people in its work, for instance through social media and inviting schools, youth councils and police cadets to attend meetings.

RESOLVED that

- 5.1. The number of co-opted members on the Panel not be increased;
- 5.2. The recruitment process for co-opted members in 2020 actively encourage applications from women, younger people and people from BME backgrounds;
- 5.3. Schools, youth councils and police cadets be encouraged to attend meetings of the Panel;
- 5.4. An appointments sub-committee be established, consisting of one member from each constituent authority, to oversee the recruitment process up to and including the shortlisting of candidates for interview.

6. EXCLUSION OF THE PUBLIC

RESOLVED, pursuant to the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, that the public be excluded from the meeting during consideration of the following items as the reports contained exempt information as defined in paragraph 12 of Part 4 of Schedule 12A to the Act.

7. COMPLAINT AGAINST THE POLICE AND CRIME COMMISSIONER BY C.C.

Following the application of the public interest test it was RESOLVED, pursuant to the Act referred to in Minute 6 above, to consider this matter in private, as disclosure would place in the public domain sensitive personal information about a member of the public.

The Panel received a report on a complaint recorded against the Police and Crime Commissioner.

RESOLVED

- 7.1. To note the complaint;
- 7.2. To send a report to the complainant and the Police and Crime Commissioner detailing the outcome of the complaint.

8. COMPLAINT AGAINST THE POLICE AND CRIME COMMISSIONER BY A.R.

Following the application of the public interest test it was RESOLVED, pursuant to the Act referred to in Minute 6 above, to consider this matter in private, as disclosure would place in the public domain sensitive personal information about a member of the public.

The Panel welcomed the complainant to the meeting and received a report on his complaint recorded against the Police and Crime Commissioner.

UNANIMOUSLY RESOLVED

8.1. To note the complaint;



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DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

POLICE PRECEPT

Recommendations / key decisions required:

To review the precept which the Commissioner is proposing to issue for the forthcoming financial year and thereafter make a report to the Commissioner on that proposed precept.

Reasons:

Schedule 5 of the Police Reform and Social Responsibility Act 2011 requires the Panel to perform this function

Report Author: Designation: Tel No.

Cllr. Keith Evans Panel Champion 01267 224018

Robert Edgecombe Legal Services Manager E Mail Address:

rjedgeco@carmarthenshire.gov.uk

DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

POLICE PRECEPT

Schedule 5 of the Police Reform and Social Responsibility Act 2011 provides that the Police and Crime Commissioner cannot issue a precept under section 40 of the Local Government Finance Act 1992 for a financial year until the Panel has reviewed the proposed precept and reported to the Commissioner upon the proposal.

Any such report to the Commissioner may include recommendations, including a recommendation as to the precept which the Panel believes should be issued.

The Panel may, having reviewed the proposed precept, choose to veto it. Such a course of action must be supported by two-thirds of the total membership of the Panel. If the Panel does choose to veto the proposed precept the report to the Commissioner must contain a statement that the Panel has vetoed the precept. Where the panel does veto the precept, the Commissioner must not issue the proposed precept and must, having regard to the report issued by the Panel, respond to that report and publish that response by the 15th February 2020.

Regulations also require the Commissioner to indicate in that response the precept he proposes to issue. The Panel then must, within the timescale prescribed by the 2011 Act, review the revised precept and report to the Commissioner upon it. That report may indicate whether the Panel accepts or rejects the revised precept (and may make recommendations upon it). The Commissioner must consider the further report from the Panel and respond to it. That response must also be published. However the rejection by the Panel of a revised precept does not amount to a veto. Where the Panel rejects the revised precept the Commissioner may still proceed to issue the revised precept despite that rejection.

Where the Panel does not veto the precept, the Commissioner must respond to the report to the Panel and publish that response, but may proceed to issue the precept (or a different precept where to do so would be in accordance with recommendations contained within the report issued by the Panel)

The Panel has identified this matter as one of its priorities for 2019/2020 and has nominated Cllr. Keith Evans to lead on this issue on its behalf.

DETAILED REPORT ATTACHED?	YES



EICH CYNGOR arleinamdani www.sirgar.llyw.cymru

YOUR COUNCIL doitonline www.carmarthenshire.gov.wales

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host authority file	LS- 0511/57	County Hall, Carmarthen







Police and Crime

Commissioner for Dyfed-Powys

2020/21 - 2025/26 Medium Term Financial Plan

Including

- a. Precept Proposal
- **b.** Reserves Strategy
- c. Capital Strategy

January 2020



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- 8. Dyfed Powys Police Financial Context & Police Precept
- 9. Council Tax Base
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Appendices

- A. Delivery Plan
- B. Vision 2025
- C. Budget 2020/21 2025/26
- D. Section 25 Chief Finance Officers Report
- E. Risk Assessment of Material Budgets
- F. Reserves Strategy
- G. Reserves 2019/20 2024/25
- H. Capital Strategy
- I. Capital Programme 2019/20 2029/30



1 Police and Crime Commissioners Summary and Precept Proposal

- 1.1 One of my key responsibilities as your Police and Crime Commissioner (Commissioner) is to set the precept each year. This precept is the amount of taxation that is raised through local council taxpayers to support policing services. In doing so, I take into account a number of different factors including the Chief Constable's future resourcing requirement, the level of reserves, feedback from residents of Dyfed-Powys and future plans for investment in infrastructure.
- 1.2 The statutory arrangements established under the Police Reform and Social Responsibility Act state that:
 - I must notify the Police and Crime Panel (P&CP) of the proposed precept by the 1st February.
 - The P&CP must review the proposed precept by the 8th February
 - If the P&CP vetoes the proposed precept I must notify the P&CP of my revised precept by the 15th February
 - The P&CP must review the revised precept by the 22nd February
 - I must set a precept by 1st March.
- 1.3 Within corporate governance arrangements, regular discussions take place between the Chief Constable and I about the current and future financial position of the Force which consider in detail plans for resourcing levels, demands for police services at a local, regional and national level along with future investment requirements. These are all factors which I consider carefully when determining my proposed level of police precept and the Force's budget for 2020/21.
- 1.4 Having recognised the critical nature of the financial situation the Chief Constable established a Finance Gold group during 2018. This Gold group continued until late 2019 was chaired by the Chief Constable and attended by all senior managers ensuring that there was a very clear and co-ordinated approach to financial management and understanding of financial issues across the organisation. The work of this group has now been fully subsumed into revised governance arrangements introduced during 2019, with a newly formed Finance, Efficiencies and Futures Board.
- 1.5 Four specific sub groups were established, and these continue to operate with focussed representation. Much of the work undertaken has been consolidated to inform this Budget, Medium Term Financial Plan (MTFP) and my precept proposal:
 - MTFP reviewing reserves, police officer numbers, external funding;
 - Overtime critical review of arrangements and requirements;
 - Procurement critical review of arrangements and spend for contracts/ supplies & services;
 - Income Generation reviewing opportunities for income maximisation.



- 1.6 The scale of financial challenges are well understood within the Force and my Chief Finance Officer (CFO) continues to work very closely with the Director of Finance (DOF) and his team to continue to critically review and develop financial management arrangements. It is also pleasing to report that both my CFO and the DOF lead on national sub groups, under the Chartered Institute of Finance and Accountancy (CIPFA) Financial Excellence in Policing Programme, which consider financial management and financial data and analysis.
- 1.7 The Chief Constable continues to report financial performance monthly through Policing Board and quarterly through Police Accountability Board with updates also being provided as a result of actions arising from the Finance, Efficiencies and Futures Group. My CFO meets bi weekly with the Director of Finance (DOF) and works closely with the Corporate Finance team on specific areas of action.
- 1.8 The Chief Constable strengthened his Finance team during late 2018 and these arrangements have continued to embed, facilitating significant improvements in financial management, reporting and support arrangements. It is also pleasing to note that Corporate Finance delivered financial management training for senior managers during 2019.
- 1.9 The Chief Constable submitted the second Force Management Statement (FMS) during 2019. This statement comprehensively sets out the current position, priorities and forward plans considering financial resources, future demand for services and the assets and staffing resources which the Force will need to deliver a fit for purpose policing service in terms of capacity, capability, serviceability and wellbeing. The executive summary of the FMS is included in section 3 and the financial implications arising have been reflected within this MTFP where appropriate.
- 1.10 The most recent Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) integrated Police Efficiency Effectiveness and Legitimacy (PEEL) inspection took place in late 2018 and the results were published by in the spring of 2019. The main findings were:
 - the force is good at reducing crime effectively and keeping people safe
 - the force requires improvement in how it operates efficiently and sustainably
 - the force requires improvements in how it treats the public and its workforce legitimately
- 1.11 It was disappointing that the Forces hard work had not been recognised in a few areas but the Chief Constable put in place arrangements to address these issues as a matter of urgency and it is reassuring to note that HMICFRS have recognised the progress that has been made during the year. The MTFP for 2020/21 seeks to continue to address these issues. The date for the next inspection has not been announced as yet.



- 1.12 Much has been achieved over the last year with continued investment in estates and critical IT infrastructure with the installation of In-Car Video, continued roll out of CCTV across the Force area, continued investment in Body Worn Video and Automatic Number Plate Recognition infrastructure.
- 1.13 I am also delighted that the work of my office has been recognised with a number of national awards in relation to the CCTV project, the quality of our Independent Custody Visiting Scheme and the office's transparency to name but a few, being received during 2019. My office has also been instrumental in supporting me in hosting the first All Wales Youth Police Convention for police cadets and achieving Knife Angel's first visit to Wales with ensuing community engagement activity. Furthermore, I launched a new initiative in November, the first of its kind in Wales, which aims to divert low level offenders away from the criminal justice system and reduce reoffending in the Force area.
- 1.14 Importantly it is also very pleasing that the view of our communities on whether the police do a good or excellent good is sixth best in England and Wales at 65.4% and that Dyfed-Powys is deemed to be the safest place to live in England and Wales.
- 1.15 The Chief Constable has undertaken a thorough review of the Force's demand for the complex array of services that it provides. I am supportive of the improvements that the Chief Constable continues to implement which seek to address issues identified within the Force Management Statement and support the priorities that I set out in my Police and Crime Plan.
- 1.16 In terms of police funding, it is important to outline the background of the last few years.
- 1.17 In December 2017 the Minister for Policing announced that investment for police would increase by up to £450m for 2018/19 with most of this additional funding coming from PCCs raising their Band D council tax precept by £12 per year. The Government also outlined clear expectations in relation to productivity and efficiency which if met would see continued precept flexibility and protect future grant settlements.
- 1.18 In October 2018, the then Prime Minister Theresa May announced that after eight years of cuts and tax increases, austerity was over and pledged that, after the exit from the European Union, the government would seek to boost investment in public services while continuing to reduce debt. The Chancellor of the Exchequer's Autumn Budget 2018 announcement recognised that the Police were under pressure from the changing nature of crime and stated that there will be further consideration given to police during the provisional settlement in December.



- 1.19 To deliver this commitment, the final settlement for 2019/20 provided £970m additional funding with approximately £813m for local policing: £153m pension grant, £161m additional core grant funding to provide all forces with a 2.1% increase and £509m from additional precept flexibility to raise local taxation by raising precept by £24 per year per Band D property. The settlement also set out a number of expectations and priorities to "drive efficiency, productivity and effectiveness." All but three Commissioners across England and Wales raised precept in line with the Government's flexibility.
- 1.20 There have been many uncertainties during 2019/20 as a consequence of both the proposed exit from the European Union and political turmoil which has had implications for medium term financial planning.
- 1.21 As part of his initial pledges, the new Prime Minister outlined his commitment to recruit 20,000 police officers over the next three years to increase police visibility and address recent increases in recorded crime.
- 1.22 In September 2019, the government declared that it had "turned the page on austerity" as it set out plans to raise spending across all departments. The Chancellor outlined that the government was committed to tackling crime and keeping people safe. To support this, the Spending Round confirms for 2020-21:
 - an extra £750 million for policing to begin delivery of the government's commitment to recruit 20,000 officers by 2023 (up to 6,000 officers are to be in place by the end of 2020-21). In addition, the government would spend £45 million in 2019-20 to kick start recruitment, bringing in up to 2,000 additional officers this year.
 - increasing the budget for counter-terrorism policing in line with inflation, including continuing the additional £160 million announced at Budget 2018, which maintains current counterterrorism capability and protects officer numbers.
- 1.23 On the 8th October, the Home Secretary set out her vision for policing when she chaired the Government's newly formed National Policing Board, involving representatives of frontline officers and police leaders. On the 9th October 2019, the Home Office then confirmed the initial allocations of Operation Uplift which would support 6,000 additional officers across England and Wales by March 2021. For Dyfed Powys Police this allocation was set at 42 additional officers.
- 1.24 Albeit these announcements were much welcomed, representations were made by both the Chief Constable and myself as well as nationally by the Association of Police and Crime Commissioner and National Police Chief Council to seek clarity about the nature and sustainability of the funding to support delivery.
- 1.25 Under section 46 of the Police Act 1996 every year the Secretary of State is required to lay a report in Parliament setting out the police funding settlement for the next financial year, including the level of



grants to be made, and force funding levels. This usually comprises three stages: a provisional police funding settlement (usually set out in December), a consultation period, and a final report, as required under section 46. The final report is laid before Parliament for debate and a vote in the House of Commons, which usually takes place in late January or early February.

- 1.26 On the 19th November, the Home Office wrote to advise that as a consequence of the General Election on 12 December, Parliament had been dissolved. This meant that, unlike in previous years, it would not be possible to announce a provisional settlement in Parliament in December.
- 1.27 The lack of clarity and continued uncertainties around both core and specific grant funding make both short and medium term planning very difficult. On the 18th December the National Police and Crime Commissioners Association wrote to the Minister for Crime and Policing to seek assurances that:
 - The £750 million would take account of central government's share
 of inflationary impacts and unavoidable costs pressures on police
 budgets, recognising that these costs have largely been borne by
 local council taxpayers over the last two years and that although
 the recent 2.5% pay award for police officers was welcomed, it
 imposes additional cost pressures.
 - The funding for Regional Organised Crime Units (ROCUs) and the pension grants for last year would be consolidated into base funding and clearly separated from the £750 million investment in Operation Uplift.
 - As the police service continue to face financial challenges in 2020-21 that there needed to be a flexible approach to precept setting to ensure all police forces have the resources they need in addition to and separate from the Operation Uplift programme.
 - Clarification be given to the Home Office expectations of an additional £120 million in target savings.
 - Early indications on the detail of the settlement be provided to facilitate budget decisions.
 - The letter also welcomed the opportunity to work together on a revised police funding formula and the Comprehensive Spending Review to develop transformational strategies for policing and community safety with government and other policing partners.
- 1.28 The National Police Chief Council also wrote to the Policing Minister on 18th December outlining:
 - Chief Constables commitment to contribute to the review of Serious and Organised Crime being undertaken by Sir Craig Mackay;
 - Seeking a long term resolution to existing cost pressures;
 - Seeking assurances regarding the nature of funding to support Operation Uplift and the importance of recognising that these costs will rise on an annual basis;



- Seeking clarity about expectations regarding future cashable savings, reinforcing that considerable steps have already been made to exceed the £350m efficiency target set by government and the importance of recognising the creation of the Police Commercial Organisation;
- Concerns regarding the level of reallocations made against the police grant to central activities which in 2019/20 reached 11.4%. Of most concern being the level of allocation and performance issues of a number of Home Office Technology Programmes which also have local force cost implications.
- Requesting consideration of precept flexibilities for PCCs to allow for growth whilst minimising potential difficult choices, outlining that the each context of each force is unique.
- 1.29 Despite the government's positive announcements, it is also important to be mindful of the independent commentary over recent years in relation to Police sustainability, funding, resilience and increased burdens which include significant increases to employer's pension contributions and pressures arising from the changing nature of crime. This commentary highlights and confirms the very critical and precarious position that Dyfed-Powys and the police service face. As Commissioner I have continued to articulate these concerns at every opportunity reinforcing the very significant impacts and risks that threaten our local communities.
- 1.30 The Chief Constable and I held a Finance Seminar on the 3rd December 2019 for members of the Police and Crime Panel, Joint Audit Committee and Wales Audit Office. The purpose of the event was to allow the Force to present a summary of the operational environment that they work within and the impact that this has on their demand levels and therefore resource requirements for 2020/21 and beyond.
- 1.31 The seminar also covered the steps taken so far in preparing the 2020/21 budget and the draft position, including budget assumptions, pressures, funding context, savings, efficiency measures and the significant investment requirements which are needed to underpin the delivery of policing services. This allowed a valuable opportunity to present on both the operational and financial challenges and context which impact on my plans for the precept for 2020/21.
- 1.32 The much awaited police grant settlement was received on the 22nd January 2020. In outlining the settlement the Government set out its commitment to backing the police service, putting 20,000 extra police officers on the streets, and putting violent criminals behind bars for longer. Both the Home Secretary and Policing Minister recognised the productive engagement they had had with the service which had allowed for a clearer picture of the changing nature of demands and the capabilities needed to respond robustly to the challenges. They also paid tribute to police forces and police staff around the country for their exceptional bravery, dedication and hard work and outlined their determination to give the service the resources it needs to crack down



on crime, deal robustly with the criminals exploiting the vulnerable and to improve outcomes for the victims of crime.

- 1.33 The 2020/21 grant settlement for Dyfed-Powys is £56.617m being £4.967m/ 9.6% higher than 2019/20. This settlement includes the continuation of the specific grant of £1.302m which was introduced in 2019/20 to partly mitigate pressures arising from changes to the employer's contribution rate for Police Officer pensions. The 2020/21 settlement also includes an increase in core funding of £3.768m along with a specific ring-fenced grant of £1.190m to support the recruitment and infrastructure costs of additional officers as part of Operation Uplift which would be paid subject to recruitment performance. The settlement also reflect a significant reduction in the allocation for Capital grant from £325k to £85k.
- 1.34 The police grant settlement also announced precept flexibility for English Police and Crime Commissioners of £10 per band D property, and the headline figures published in the Governments press release have assumed that all Commissioners in England and Wales will take full advantage of this flexibility. It is however important to recognise that the arrangements between England and Wales differ and that financial positions vary considerably. More details are outlined in section 7.
- 1.35 The Government also outlined their expectations that the police, and all other public bodies, must continue to focus on improving efficiency and productivity to demonstrate to the taxpayers that they are getting the most out of increased funding and delivering the uplift in police officer numbers. These expectations are detailed in section 6.
- 1.36 In order to deal with the scale of financial pressures in 2019/20, I increased the council tax precept in line with the Governments flexibilities by £24. This resulted in a council tax precept in Dyfed-Powys of £248.56 for an average band D property. This was the lowest in Wales and compared with £257.52 in South Wales, £255.53 in Gwent and £278.10 in North Wales. It is also worth highlighting that Dyfed-Powys has had the fourth lowest council tax precept increases across England and Wales since 2012/13.
- 1.37 To inform my considerations for 2020/21 and in order to fulfil my responsibilities as Commissioner, I consulted with the public to obtain their views on the level of police precept increase. I was delighted to see a further increase in the numbers of Dyfed-Powys residents participating in this consultation. Six out of ten (60%) of those who responded to were supportive and willing to pay an additional £1.50 or £2 each month through the Police Precept, with 40% willing to pay an additional £1 each month. I have considered these responses carefully in determining my precept proposal for 2020/21. The results of this consultation are outlined in section 18 of this report.
- 1.38 In deciding on a police precept for 2020/21, I consider very carefully the current financial position of the organisation, future investment



plans, reserves position, wider financial context and the equality impacts of budgetary options.

- 1.39 At this point in the financial year, there have been a number of operational and organisational pressures but the Chief Constable is confident that these have been carefully managed and will be mitigated meaning that financial performance will be broadly in line with the budget set for 2019/20.
- 1.40 The continued investment in estate and critical IT and fleet infrastructure, use of financial reserves to support priorities and operational delivery within the revenue budget has seen the continued reduction in the level of reserves over the medium term. Useable reserves stood at £16.215m at 31st March 2019, split between earmarked revenue reserves, capital reserves and a general reserve. Useable reserves are predicted to reduce to £6.642m by 2024/25, albeit that this includes ring-fenced reserves of £1.578m which are being held on behalf of third parties or for collaborative arrangements.
- 1.41 Albeit that this planned utilisation is very much in line with ministerial expectations in relation to the level of reserves being held, it does mean that there will be very little spare capacity to safeguard and mitigate against the costs of unexpected events and support future capital investment in critical infrastructure.
- Much work has been undertaken during the year to consider financial and investment requirements over a longer time frame. Albeit that it contains a number of assumptions and uncertainties this MTFP includes a capital programme which has been extended to cover a 10 year period. These will of course be revisited as clarity arises and annually, as part of the formal budget and precept setting.
- 1.43 As outlined above the cut in capital grant from £325k to £85k per annum, is wholly insufficient to support the comprehensive programme of capital investment in Estates, Fleet and Information Technology that are critical to support a modern day policing service. The MTFP therefore includes a significant trajectory of increases in revenue contributions to capital over the next 10 years along with assumptions in relation to prudential borrowing and the consequential revenue costs of financing. Ultimately both of these put additional pressure on the revenue budget.
- 1.44 Future funding continues to be uncertain but the APCC and NPCC continue to work closely with Home Office and wider policing partners to develop co-ordinated law enforcement submission for the next Comprehensive Spending Review (CSR) submission.
- There has been much discussion and significant work carried out nationally over the years to review and create a new model to distribute funds across police forces in England and Wales. understand that work is likely to recommence in the near future and both the APCC and NPCC have committed to be support this work.



Albeit that we cannot predict the final outcome, it is important to note the significant risk as the last, unimplemented formula review would have seen Dyfed-Powys receiving £8m less in funding. Given the potential scale and impact of the outcome, the Chief Constable and I have agreed that this risk be recorded on the Strategic Risk Register. Reductions have not been assumed within the MTFP and a Gold Group would be established should this scenario become more likely.

- 1.46 Given the array of pressures and service demands faced, I have carefully considered the significant impacts and risks that threaten our local communities along with the expectations detailed in ministerial statements to determine my precept proposal for 2020/21 and MTFP to 2025/26.
- 1.47 I therefore submit my precept proposal for scrutiny by the Dyfed-Powys Police and Crime Panel which will raise the average band D property precept by £1 per month or £12 per annum to £260.56, a 4.83% increase. This increase will raise a total precept of £58.793m. This will provide a total of central and local funding of £115.402m representing a 7.96% increase on funding levels in 2019/20.
- 1.48 This level of funding will enable the Force to continue to focus on the delivery of the Police & Crime Plan, address priorities detailed within the Force Management Statement and continue to safeguard the communities of Dyfed-Powys.
- 1.49 This report aims to provide Dyfed-Powys Police and Crime Panel Members with the information necessary to scrutinise my precept proposal and provide information in relation to the operational and financial context which underpin the resourcing requirements and assumptions for 2020/21 and beyond.



2. Organisational Context

- 2.1 Spanning 4,188 square miles, Dyfed-Powys is the largest force area in England and Wales. With 13,842 miles of roads, 2 large ports, 350 miles of coastline and vast areas of countryside, the geography presents us with significant demand and resourcing challenges.
- 2.2 The resident population of 515,870 is spread across extensive rural areas, holiday and market towns and more heavily populated areas. The draw of tourism presents unique demands with large numbers of tourists visiting key towns such as Tenby and Brecon. This presents its own implications for crime, anti-social behaviour and roads policing.
- 2.3 Ensuring the workforce is visible to improve victim satisfaction, protect the vulnerable, prevent crime and bring offenders to justice is challenging given the vast area policed.
- 2.4 The Dyfed-Powys Police service has invested significantly in digital policing, providing front line officers and PCSOs with access to force systems through mobile data terminals and body worn video cameras, as well as introducing vehicle based telematics to enhance incident response and rolling out an extensive CCTV programme.
- 2.5 Since the 2010 comprehensive spending review, central grant funding has reduced by 21% or £13m; the Force has been required to make savings of £29.5m.
- 2.6 Against this backdrop, demands continue to grow and become increasingly complex. The Force has experienced increases in recorded crime with incidents involving mental ill-health and more complex inquiries into child sexual exploitation and cybercrime increasing.
- 2.7 The Welsh language is spoken by 32% of Dyfed-Powys residents compared with the national average of 19%. As a service we are committed to ensuring that the workforce is representative of the communities it serves so that members of the public are, whenever possible, afforded the opportunity to communicate with us via the medium of Welsh.
- 2.8 The Force has experienced changes to its Chief Officer team but has benefited from stable executive leadership under the Chief Constable with clear strategic direction, evidenced through assessments from external regulators.
- 2.9 The four priorities of the Police and Crime Plan underpin all aspects of operational and organisational delivery:
 - Keeping our communities safe.
 - Safeguarding the vulnerable.
 - Protecting our communities from serious threats.
 - Connecting with our communities.

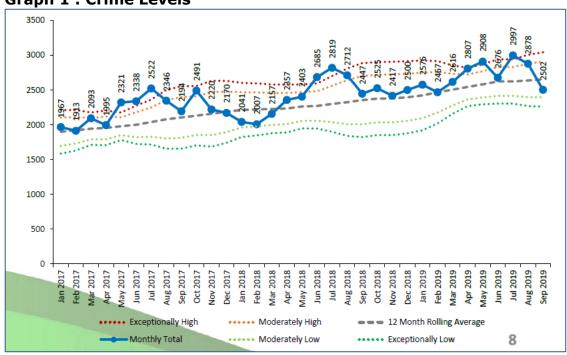


2.10 To meet the priorities of my Police & Crime Plan, the Force has developed both a delivery plan for 2017-21 and Vision for 2025, which are shown in Appendix A and B respectively. These high level documents are underpinned by detailed plans. The plans recognise the challenging operational environment, the need for continued investment to support sustainable services and the requirement to match force resources and assets to meet force demand appropriately.

3 Operational Performance

- 3.1 During recent years, overall recorded crime volumes in Dyfed-Powys have continued to rise, however recent volumes suggest a relatively stable trend. The overall figure covers a broad range of crimes and offence categories. The period ending September 2019 identified notable fluctuations in violence against the person, public order offences, miscellaneous crimes against society and possession of weapon offences. Decreases in theft and arson and criminal damage offences have been experienced when compared to the same period last year. Furthermore, Dyfed-Powys continues to record the lowest rate of crimes per 1000 population when compared to all other forces in England & Wales.
- 3.2 The following graph details overall crime levels since January 2017, albeit is should be noted that there have been changes nationally which have impacted on the reporting of crime which accounts for some of the increase. Much work has been done by the Force to improve crime data integrity and the Force's focus on vulnerability over the last year has realised a positive increase in the reporting and recording of crimes.

Graph 1: Crime Levels





- 3.3 The Crime Survey for England and Wales has measured crime since 1981. Used alongside police recorded crime data it is a valuable source of information for the government about the extent and nature of crime in England and Wales. The key findings for Dyfed-Powys to emerge from the latest survey are:
 - The estimated percentage risk of a household being a victim of a household crime are considered moderately lower than previous quarters and exceptionally lower than the national average.
 - Public perception of noisy neighbours and people being drug or rowdy is statistically lower than previous quarters and is also lower than the national average.
 - Public perception of people using or dealing drugs is statistically lower than previous.
 - Public perception of having experienced or witnessed ASB is exceptionally lower than the national average.
 - Perceptions of whether the police would treat people with respect is both statistically lower than previous quarters, but is higher than the national average.
 - Public perceptions of whether the police are doing a good or excellent job is statistically lower than previous quarters.
 - Perceptions of whether the police are dealing with things that matter to people in their area is statistically lower than previous quarters.
- 3.4 Call volume to report matters to police has increased over time and follows a similar trend to the seasonal variance experienced locally. Call volume peaked at 23,841 calls to the FCC during July 2019, while December 2019 illustrated the lowest volume at 18,416 calls. Interestingly year to date figures demonstrate that total call volume has decreased by 14% since 2015 (190,157 vs. 220528 calls, respectively).
- 3.5 Key areas of vulnerability for Dyfed-Powys Police are assessed through a risk assessment process known as a MoRiLE (Management of Risk in Law Enforcement) assessment. Partners are brought together to draw on experience and evidence of key areas of threat, risk and harm so as to determine resource allocation and focus for policing. The outcomes of this exercise inform the Control Strategy for Dyfed-Powys Police. With the cross cutting themes are County Lines, Vulnerability and Digital Enabled Crime, as at November 2019, the priorities are:
 - Class A drugs and New Psychoactive Substances
 - Cyber Dependent Crime
 - Domestic Abuse
 - Impacts arising from the exit from the European Union (Brexit)
 - Child Sexual Exploitation and Abuse

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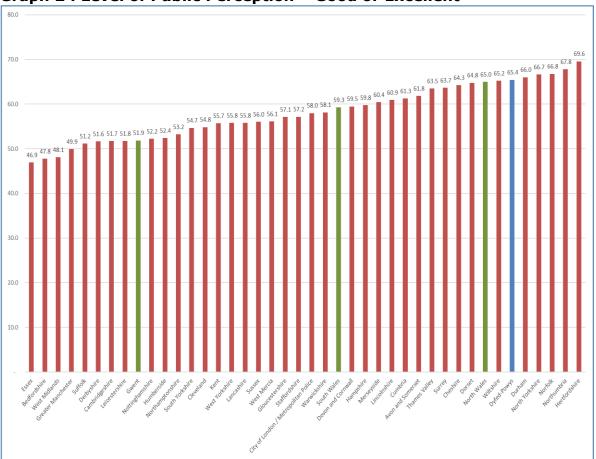


- 3.6 Dyfed-Powys Police was inspected in tranche one of the HMICFRS 2018 PEEL inspection. The main findings were:
 - The force is good at investigating crime. But it needs to improve how it prevents crime and anti-social behaviour. The neighbourhood policing service it provides to the public is inconsistent.
 - The force is good at understanding and identifying vulnerability but officers do not always complete a risk assessment when they respond to reports of domestic abuse. This means that the force may not be adequately protecting vulnerable people
 - The force has improved some of its crime-recording processes but has more work to do
 - The force needs to understand its current and future demand better. This should help it develop clear plans to make sure it uses its resources efficiently.
 - Limited progress in how the force makes sure it treats its workforce fairly.
 - It also has more to do to assure itself that it has the capacity and capability to root out corruption.
- 3.7 Since then, much has been done to improve how we safeguard the vulnerable and give protection from serious harm. All elements of the control strategy have an associated Protect, Prevent, Prepare and Pursue action plan. The action plans are included within the Force Tasking and Co-ordinating Group Meetings that are held quarterly and chaired by the Assistant Chief Constable. Control strategy priorities are considered at Performance & Tasking meetings, while intelligence relating to the control strategy is discussed at both force and county level intelligence meetings.
- 3.8 In terms of the most serious offences Dyfed-Powys Police has recorded 49 homicides since 2008/9. It should be noted that both the year on year fluctuations and nature of each individual case can have significant impacts on associated costs.
- 3.9 To better understand public opinion of local policing two key repositories of information are analysed. These are the Crime Survey for England and Wales which offers public perception of policing and the Victim Satisfaction Survey which provides victim experience of policing. The CSEW is carried out by the ONS and the Victim Satisfaction Survey is carried out by police staff within DPP.



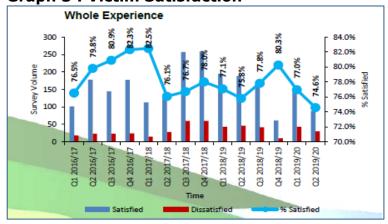
3.10 The level of public perception is one of the highest in the country with 65.4% rating the work that Dyfed-Powys Police do as good or excellent:

Graph 2: Level of Public Perception - Good or Excellent



3.11 In terms of Victims Satisfaction on average 75% were satisfied with their whole experience but the Force recognises that there is work to do to focus on keeping victims up to date.

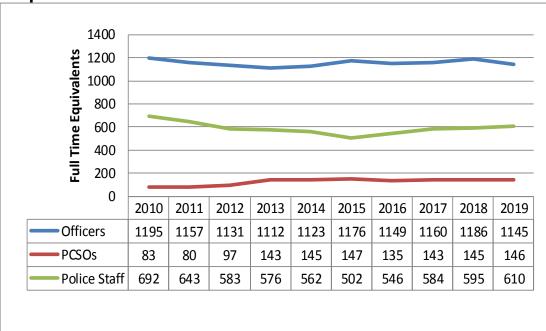
Graph 3: Victim Satisfaction



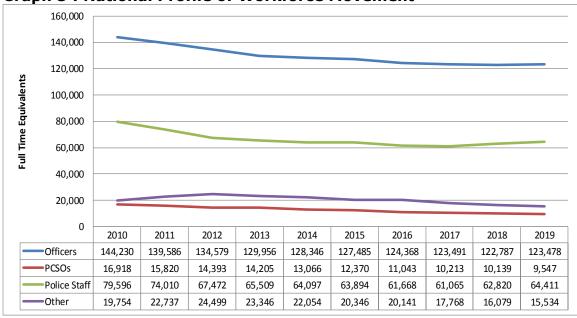


3.12 The following graphs outline the changing profile in Police Officer, PSCO and Police Staff strength over the last 10 years against the wider national picture. The balance of resourcing levels is critical in dealing with ever evolving and changing demands and the Chief Constable manages and controls this through internal governance arrangements. Future staffing levels are detailed in section 11.4.7.3 and this reflects anticipated Police Officer numbers increase to 1,180 by March 2021.





Graph 5: National Profile of Workforce Movement



• Nb Other include Police Specials on headcount not full time equivalent



4 Force Management Statement

- 4.1 The Chief Constable submitted his second Force Management Statement (FMS) during 2019 as a self-assessment for Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS). This statement is an explanation of:
 - The demand the force expects to face in the next four years.
 - How the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand.
 - How the force will improve to make sure the gap between future demand and future capacity is as small as it can be
 - The money the force expects to have to do all the above.
- 4.2 The force priorities in line with the Police and Crime Plan are:
 - To support and protect the most vulnerable in our communities
 - To improve standards across the organisation by doing the basic brilliantly
 - To improve victim satisfaction and confidence in policing
- 4.3 In the PEEL Spotlight Report May 2019, HMICFRS acknowledged that Police forces in England and Wales are straining under significant pressures as they try and meet growing and complex demand with dwindling resources. It is further anticipated that demand for Police Services will be affected by future social, economic, environmental trends in the following six key areas:
 - Population
 - Health
 - Economy and infrastructure
 - Climate change
 - Land Use and Natural Resources
 - Society and Culture
- 4.4 The Welsh Government Future Trends Report 2017 indicates that the population will continue to increase and the number of people over 75 will increase from 9% (2013 figures) to 13% in 2030. The aging population will increase demand particularly with regards to Mental Health and wellbeing. It is considered that the continuing developments in broadband will go hand in hand with an increase in cyber and online related crime. Global Climate change will increase the probability of significant weather related events, including flooding. This has a potential to impact upon public health and wellbeing and will increase policing demand. Political decisions regarding funding, particularly in relation to Health Care may increase demand particularly with regards to Mental Health.
- 4.5 Dyfed-Powys Force Management Statement has identified the most significant gaps and challenges to face the force



- 4.6 Finances
- 4.6.1 The force and policing nationally continue to face significant future uncertainties that will impact capital and revenue budgets. There is uncertainty as to whether the challenging operational context in relation to future likely demand, will be recognised in the formula and spending review.
- 4.7 Effectiveness reducing crime and keeping people safe
- 4.7.1 The nature of crime is becoming more complex, we are seeing an increase in reporting of sexual offences and digital related crime. This brings challenges around timeliness of enquiries with the requirement for the examination of digital devices and third party material. Dyfed-Powys Police is continuing to raise officer's knowledge and awareness on proportionate investigation whilst seeking to achieve the best outcomes for victims. This is against the national backdrop of forces facing difficulties recruiting Detectives to investigate the most serious and complex crimes.
- 4.7.2 The force is projecting an increase in reported domestic related abuse cases following recently improved force processes and awareness training. The growth in reported cases will ensure the force protects all vulnerable victims but will increase demand on both internal and external victim support services that are also facing austerity.
- 4.7.3 Dyfed-Powys is predicting an 8-10% projected increase in Registered Sex Offenders and the requirement for management with Offender Managing Units already working at capacity. The force recognises that it will need to re-consider how if effectively and safely manages low risk offenders in future.
- 4.7.4 The force is not alone in facing the emerging threat of County Lines, with Organised Crime Groups targeting vulnerable people and committing serious offences. The force has invested in raising officer's awareness and capability in dealing with investigations and safeguarding. However the true picture and demand is unknown, along with the threat to the community it serves. Dyfed-Powys Police is reviewing its Crime Management System, to identify other crimes that may be linked to such activity to build greater understanding to keep its communities safe.
- 4.7.5 Political uncertainty in particular Brexit and the impact it will have in Wales, brings uncertainty for all forces around the impact of timings of change. This may lead to civil unrest and impact on Border Agencies and Counter Terrorism capabilities. The force has a strategic lead who is working with partner agencies to prepare for all potential outcomes.
- 4.7.6 In 2018, Dyfed-Powys Police experienced an unprecedented increase in demand in homicide and major crime investigations. The impact of this unpredicted demand for a relatively small force was felt across the staff, services and finances. The force is reviewed training and specialist deployments to ensure it continues to be able to provide the highest quality investigations and keep the community safe.



- 4.7.7 HMICFRS reported in their 2018/19 PEEL (Police, Effectiveness, Efficiency and Legitimacy) assessment, that Dyfed-Powys Police needs to improve how it prevents crime and anti-social Behaviour. In January 2019 a Chief Inspector was appointed to lead a Neighbourhood Policing Change Programme to ensure a consistent model across the force. The force has re-structured how it delivers prevention tactics and will need to evaluate the impact and effectiveness of these changes in 2020.
- 4.8 Efficiency how the force operates and sustains its service to the public
- 4.8.1 Dyfed-Powys Police has been told by HMICRFS that it needs to have a better understanding of demand and what affects it, so that it can use its resources efficiently. The force is improving its understanding of what the public expects, which will help it for the future. Chief Officers have reviewed internal departmental structures and existing demand work to ensure a more comprehensive picture is available to inform business planning and resource allocation.
- 4.8.2 The force is committed to being accessible and supporting those in rural communities, by investing in technology to allow the public to report crime online. There remains uncertainty around impact of Single online Home and demand, whilst online reporting could decrease demand in officer reporting other forces report a potentially 40% increase in reported crime.
- 4.9 Legitimacy treating the public and staff fairly
- 4.9.1 HMICFRS reported in their 2018/19 PEEL assessment that Dyfed-Powys Police requires improvement in behaving ethically and lawfully, in particular how it spots and manages risk of corruption. The force predicts an upward trajectory of Anti-Corruption Unit referrals, partly attributable to technical advances and will seek to review the department to ensure it has enough people and resources to do this work.
- 4.9.2 Dyfed Powys Police is considered good at looking after its force's wellbeing, however it acknowledges that nationally austerity, change and potential uncertainty around staffing levels, continue to present challenges. This poses a significant risk to psychological risk to the health and wellbeing of its workforce and recognises the high turnover of staff within its Force Command and Control Centre. Dyfed-Powys Police is committed to understand and address this, ensuring its treats the workforce fairly and with respect.



5 Financial Context – Independent Commentary

- 5.1 The financial challenges facing the police service have been well documented and commented upon during both 2018 and 2019 with a number of professional and independent high profile studies and reports. The salient finance issues are highlighted as follows:
- 5.2 The Home Affairs Committee Policing for the Future Report issued on 22nd October 2018 is far reaching and makes 66 very critical conclusions and recommendations based upon research and substantial evidence. Specifically in relation to funding, the report states:
 - a. "The Government must be clear and accurate about police funding, and the resource pressures facing forces. We welcome the Home Secretary's commitment to prioritising police funding in the next Comprehensive Spending Review (CSR), and the Policing Minister's clear recognition that the service requires additional resources to enable it to meet changing demands. We agree with them. Policing urgently needs more money. We strongly recommend that police funding is prioritised in both the upcoming Budget and the next CSR.
 - b. Given the complex challenges outlined in this report, we have no doubt that a failure to provide a funding uplift for policing would have dire consequences. Efficiency savings can only go so far, in the context of the challenges that forces now face: substantial increases in serious violence and volume crime; a rise in complex cases, including child sexual offences and domestic abuse; an ever-growing workload from safeguarding vulnerable people, and an explosion of internet crime, with the evidential challenges that creates. Without extra funding, something will have to give, and the police will not be able to fulfil their duties in delivering public safety, criminal justice, community cohesion and public confidence.
 - c. We are extremely concerned by the National Audit Office's recent conclusion that the Home Office does not know whether or not the police system is financially sustainable, and cannot be sure that funding is being directed to the right places. Future investment must be strategic and evidence-based, ensuring that resources are focused in the areas in which they can have the most impact on crime prevention and harm reduction, and not just those areas that might attract the most favourable press coverage.
 - d. The current model for police funding is not fit for purpose, and should be fundamentally revised and restructured. Such heavy reliance on the council tax precept for additional funding is also unsustainable. It is time to stop kicking this problem into the long grass, and create a funding settlement for Forces that is fit for the 21st century, recognising the true cost of policing. This must be based on robust evidence on resource requirements arising from



diverse and complex demands. It is also likely to require more resource to be channelled to regional levels, to address the structural challenges outlined later in this report.

- e. The police service is playing an increasing role in managing vulnerability and risk across public services, and many individuals have complex needs which cross organisational boundaries. In Chapter 2, we referred to models involving the co-location of police officers or PCSOs with other agencies, to work on interventions for individuals in greater need of holistic support. The Government should undertake a review of models that enable the police to pool resources with other public agencies, and facilitate these arrangements where they would enable a more joined-up, effective and cost-efficient response.
- f. Many witnesses highlighted the challenges created by the short-term approach to police funding. This is an unnecessary obstacle to investment in innovation, and it disincentivises medium and long-term financial planning. The Government should move to a longer-term funding structure, to enable the service to frontload investment in the technology that will enable it to make the best use of its resources and assets. The Police Transformation Fund is a piecemeal and ad hoc method for funding innovation and new technology in policing, and a much more coordinated, long-term approach is required."
- 5.3 In September 2018, the National Audit Office (NAO) released their financial sustainability report for police forces in England and Wales. In 2015, the NAO had previously reported on financial sustainability for police forces and concluded that 'there were significant gaps in the Department's understanding of demand and of pressures on the service, and it needed to be better informed to discharge its duties of overseeing the police and distributing funding'.
- 5.3.1 The report highlights some very stark figures in relation to both the cuts and top slicing that have dramatically impacted on policing services and the increasing reliance on local funding and points to the disparity between forces' ability to raise income through the precept. Capital funding that forces receive is now minimal with the service becoming increasingly dependent on the sale of land and assets to fund new capital expenditure which the NAO point out that this is not sustainable.
- 5.3.2 The report made five recommendations:
 - 1. "The Department should make clear all of the accountability relationships and processes for policing, setting out who is accountable for what at all levels of the system.
 - 2. The Department should develop a clearer ongoing understanding of whether police forces' funding is sufficient to support them to deliver an efficient and effective police service.



- 3. The Department should review the funding formula and adopt an approach to funding that takes account of forces' local circumstances more fairly.
- 4. The Department should develop an overall strategy for policing that includes clear thinking on how its support programmes, such as the Police Transformation Fund (PTF), contribute to forces' financial position.
- 5. When developing an overall strategy for policing, the Department should identify which of its policies and programmes are best delivered locally and which are best delivered nationally and assign them to bodies with the capability to fulfil them."
- 5.3.4 The report concluded that the Home Office's hands off approach left uncertainty that current funding arrangements secured financial sustainability. Additionally, the Home Office lacked a long-term plan for policing and that there were significant gaps in information regarding the demand on policing services and the associated costs. The way that the HO distributes funding has been too detached from the nature of policing for too long, particularly with the delay of the formula review. The NAO, therefore, concluded that the HO's oversight of the police system was not assuring good value for money.
- 5.4 The CIPFA and Institute for Government's Performance Tracker Report for 2019 highlighted that both central government and local authorities (including police) are passing the costs of services onto local tax payers. Specifically for policing in England and Wales, there are a number of warning signs emerging. Victims are becoming less satisfied and fewer offences are resulting in charges. This is, perhaps, unsurprising given the fall in police spending, staff and officer numbers since 2009/10. At the same time, complex crimes requiring more police resources - such as child exploitation and abuse - are on the rise. With reduced resources, the police have had to adapt to growing demand, and are increasingly prioritising responding to more violent or easier-to-solve crimes. They are also taking longer to investigate and charge crimes, but this could partly be due to the growth in the use of digital evidence. The Prime Minister recently pledged to increase the number of officers by 20,000 in the next three years, but recruiting and deploying them effectively will be difficult. Demand on the police is likely to increase in the next five years, although it is difficult to project with certainty. If crime rates continue to rise as quickly as they have in recent years, the government may need to spend an extra £3.5 billion on top of what is currently planned.



6 **2020/21 Police Funding Settlement**

- 6.1 The 2020-21 Police Finance Settlement was announced on 22nd January in a written statement by the Policing Minister, Kit Malthouse. Full details of the settlement can be found on the Home Office pages of the gov.uk website.
- 6.2 Publication of the Police Finance Settlement was delayed due to the December 2019 general election, with Home Office ministers opting to go straight to a final settlement in the new year. This decision meant that there was no provisional settlement or consultation over the Christmas period. Unlike the Ministry of Housing, Communities and Local Government (MHCLG), who are responsible for the local government finance settlement, the Home Office are not legally obliged to consult on their funding allocations.
- 6.3 The Welsh Government then published their Final Settlement for Welsh PCCs on the same day.
- 6.4 In outlining the settlement both the Home Secretary and Minister recognise the police services' engagement which has facilitated the Governments to build a picture of the changing nature of demands placed upon the service and the capabilities that are needed to respond robustely to the challenges. Admiration and appreciation was also recorded for all the work that officers and staff do to keep communities safe.
- 6.5 The funding settlement also set out four priority areas to drive efficiency, productivity and effectiveness including efficiency savibgs through joint procurement, enhanced productivity using technological solutions, achieveing best value on police technology spending and ensuring forces meet their recruitment targets for 2020/21.
- 6.6 The settlement highlighted additional funding for the police service which includes:
 - £700m uplift to core funding, with £532m increase in formula grant funding, with the balance of £168m being ringfenced and paid in arrears to forces on a quarterly basis subject to progress on the recruitment of officers for Operation Uplift. This specific grant will be allocated pro rata to the number of additional officers that have already been announced.
 - £143m continuation of pension grant, which provides specific additional funding to assist in meeting the cost increases above those estimated at Budget 2016. This funding continues to be allocated in line with the recommendations of the technical working group that was set up on pensions with the Association of Police and Crime Commissioners and the National Police Chiefs' Council with each PCC receives a proportionate allocation



of the pensions funding, based on their employer pension contributions at a point in time.

- £90m additional funding for Counter Terrorism, which now makes a total of £960 .
- £126m increase in funding for national priortities, including £50m to support the Police Uplift Porgramme and additional funding to tackle Serious and Organised Crime including county lines and serious violence. This includes £34.6m being reprtioritised from Capital Main Grant to national priorities.
- £248m as a result of additional council tax flexibilities, assuming all PCCs across the country raise their precepts by £10 per year.
- 6.7 In 2020-21 the top-slices/reallocations total £1,121m, £92m higher than 2019-20 (£1,029m).

Table 1: National Police Funding -Reallocations/ Adjustments

Table 1: National Police Funding -Reallocations/ Adjustments					
Police Funding	2017/18 (£m)	2018/19 (£m)	2019- 20 (£m)	2020-21 (£m)	
Reallocations and adjustments	812	945	1,029	1,120.90	
PFI	73.0	73.0	73.0	72.8	
Police technology programmes	417.0	495.0	495.0	498.4	
Arm's length bodies	54.0	63.0	63.0	73.1	
Police Uplift Programme				16.5	
National Operational Policing Units (including football policing and wildlife crime)				2.9	
Top-ups to NCA and ROCUs	-	1	56.0	56.8	
Strengthening the response to Organised Crime	28.0	42.0	90.0	140.0	
Counter Terrorism				32.4	
Police transformation fund	175.0	175.0	175.0		
National Capability Programmes				47.0	
Forensics				28.6	
Special Grant	50.0	93.0	73.0	80.9	
Pre-charge bail	15.0	4.0	4.0	2.0	
Serious Violence	-	-	-	38.9	
PRUM (Transition from EU Systems)	-	-	-	1.8	
HO STAR (Science Technology & Research)	-	-	-	8.0	
Blue Light Commercial	-	-	-	3.7	
Police Now				7.0	
Safer Streets Fund				10.0	



- 6.8 Of the £80.9m earmarked for special grant, £26.3m is understood to be reserved for costs associated with Hillsborough, leaving £54.6m for special grant. A reduction of £18.4m on the previous year, which had been higher to accommodate the Commonwealth Heads of Government meeting
- 6.9 The allocations for force Serious Violence Surge Funding are expected to be released in late January.
- 6.10 The settlement confirmed the end of the Police Transformation Fund (PTF). Multi-year projects that were being funded from the PTF (estimated to be approximately £60m) will be funded from other reallocations.
- 6.11 The Council Tax Legacy Grants relating to Council Tax Freeze grants from 2011-12, 2013-14, 2014-15 and 2015-16 as well as Local Council Tax Support (LCTS) funding remains separately identifiable in 2020-21.
- 6.12 The National and International Capital City Grant (NICC) grant for the City of London and MOPAC (which used to be referred to as the Met special Payment) have remained frozen in cash terms at £4,834,086 and £185,339,439 respectively.
- 6.13 In recognition of the City of London not benefiting from the increases in precept this year's precept grant has risen to £3.450m, this is in line with previous years, given the £10 flexibility.
- 6.14 Police Capital Grants now total £76m but only £12.3m will be allocated locally compared to £46.9m in 2019-20 (a 74% reduction). The Ministerial Statement refers to this as "rebalancing" adding that the PCCs are able to spend their revenue income flexibly.

Table 2 – National Police Capital Grant Allocations

2020-21	£m
Police Capital Grant	12.3
Special Grant Capital	1.0
Police Live Services	13.1
National Police Air Service	11.5
Arms Length Bodies	6.4
Police Technology Programmes	17.6
Counter Terrorism	1.6
Serious and Organised Crime Programmes	10.0
Football Policing	2.5
TOTAL	76.0



- 6.15 Victim's funding comes from the Ministry of Justice (MoJ) with an increase from £597k to £606k for Dyfed-Powys for 2020/21.
- other than to say "we will be engaging police leaders to discuss how improvements will be delivered and continue working together on our ambitious longer terms plans for the next Spending Review period".
- 6.17 The settlement also set out a number of expectations in relation to the continued focus on improving efficiency and productivity to demonstrate to the taxpayer that they are getting the most out of increased funding and delivering the planned uplift in police officer numbers:
 - The Government has committed £750 million to enable the recruitment of 6,000 additional officers. To manage the delivery of this uplift, we are ringfencing £168 million which will be paid to forces in line with their progress in recruiting the 6,000 additional officers by March 2021, and making the relevant infrastructure improvements needed to recruit the 20,000 additional officers by March 2023.
 - On behalf of the taxpayer, the Government will expect to see continued efficiency savings in 2020/21. Policing are on track to deliver £30 million of cashable savings from procurement in 2019/20, on top of the £40 million delivered in 2018/19. Through continued collaborative procurement policing will deliver another £30 million of cashable savings in 2020/21. Having delivered last year's condition to continue developing a new model for police procurement, policing have agreed the business case for, a new national model for police procurement and commercial functions. This will seek to embed and enhance future collaborative procurement, making best use of policing's buying power, increasing standardisation and improving value for money.
 - Forces must continue to drive productivity through digital, data and technology solutions, including mobile working. Forces should make best use of the products developed by the national police-led Frontline National Mobility Programme in 2019/20. This will ensure the benefits of mobile working are maximised including through a new benefits tracking tool, increased use of guidelines, sharing of best practice and innovation and collaborative procurement.
 - Forces to continue to work with the Government to develop an approach to drive best value from the millions of pounds spent on police technology, by building on existing engagement with regard to both sector-led and Home Office programmes such as the APCC and NPCC's Digital, Data and Technology Strategy, of which the Home Office will continue to support delivery and drive forward.



6.18 For Dyfed-Powys the 2020/21 settlement is outlined in the table below:

Table 3: Total Funding for 2020/21

	2019/20	2020/21	Change	
	£m	£m	£m	%
Core Police Grant	28.317	33.821	5.504	2.20%
Add Rule 1 + Floor Funding	8.676	7.146	-1.530	2.10%
Welsh Government	13.355	13.150	-0.205	1.90%
Central Funding	50.348	54.117	3.769	2.10%
Pensions Grant	1.302	1.302	0.000	
Uplift Grant		1.190	1.190	

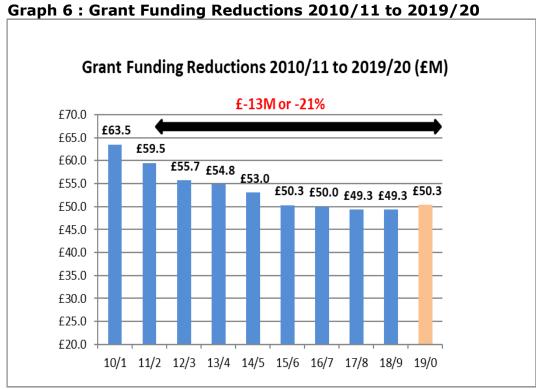
7 Council Tax Capping/ Referendum

- 7.1 In England, the Ministry for Housing, Communities and Local Government publish council tax referendum principles. In 2019/20 PCCs in England were allowed to increase band D bills by as much as £24. In 2020/21 PCCs in England will be allowed to increase band D council tax by £10 without the need to call for a local referendum.
- 7.2 Under devolution arrangements for Wales the power to determine capping levels on the council tax are administered by the Welsh Government.
- 7.3 There are two forms of capping designation and nomination. Welsh Government may designate or nominate an Authority for capping its precept if in their opinion its budget requirement is excessive.
- 7.4 Designation requires an Authority to reduce its budget requirement and re–bill the Council Tax payers (through the Unitary Authorities). Nomination effectively puts an Authority on notice that Welsh Government will stipulate a budget limit for the following year. Welsh Government is responsible for determining the criteria (the principles) for capping for all Local Authorities and Police Forces in Wales. The principles must include a comparison between the calculated budget requirement with that calculated for a previous financial year. Ministers are free to include in the principles any other matters they consider relevant.
- 7.5 Both the Commissioner and Chief Constable have maintained effective communications with both Minsters and Welsh Governments and 2019 saw the establishment of the Policing Partnership Board for Wales which has provided a valuable and additional opportunity to highlight the gravity of the financial pressures and service demands that are being faced by Dyfed Powys Police and the wider police service in Wales.

changed over time:



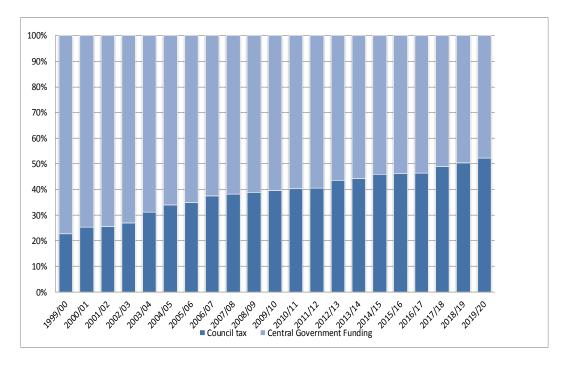
- 7.6 It is for locally accountable PCCs to consult and take decisions on local precept explaining to their electorate how additional investment will help deliver a better police service.
- 8 Dyfed Powys Police Financial Context and Police Precept
- 8.1 Dyfed Powys Police have seen grant funding reductions 21%, or £13m since 2010/11 as shown below:



8.2 The following graph shows how the proportion of income that Dyfed-Powys receives from central sources compared with local sources has

Graph 7: Proportion of Council Tax Precept to Central Government Funding %





- 8.3 Historically, central funding provided the vast majority of Dyfed-Powys' funding. However, the proportion received from central sources has slowly decreased over time and for the first time in 2018/19, local funding was greater than central funding. The percentage of local taxation to central funding increased to 52.3% for 2019/10 with £55.247m being raised locally against core funding of £50.348. The proportional split or 'gearing' will continue to increase as more funding is met from the local tax payer.
- 8.4 The following graph shows (in £m) the amount of funding that Dyfed-Powys has received from both local and central sources over time:

Graph 8: Council Tax Precept to Central Grant Funding £

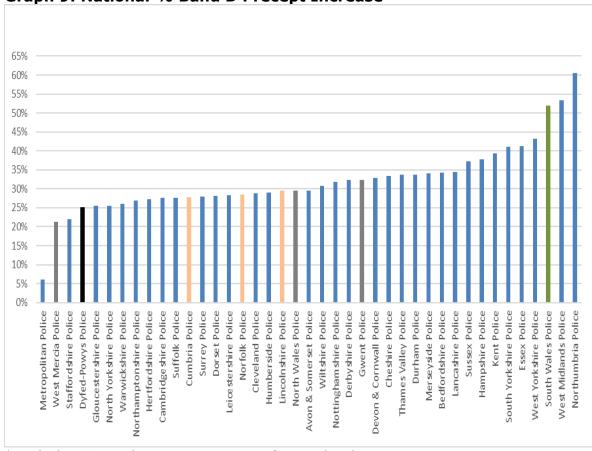






8.5 Residents in Dyfed-Powys have seen the forth lowest increase in Band D police precept since 2012/13 as highlighted below:





^{*}excludes Council Tax Freeze grant for England

8.6 Residents in Dyfed-Powys have the lowest police precept in Wales:

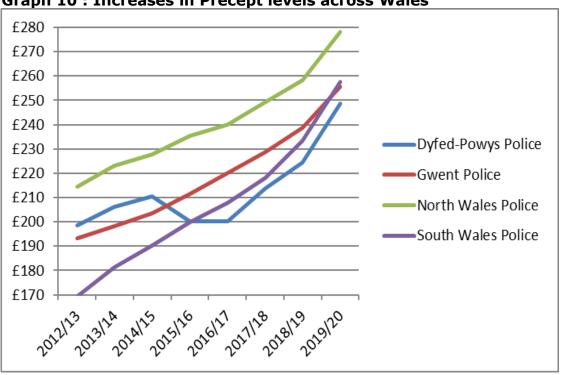
Table 4: Precept Levels Wales

Table 4 . Precept Levels wates			
Council Tax at Band D (£)	2019/20		
Dyfed Powys Police	248.56		
Gwent Police	255.53		
North Wales Police	278.12		
South Wales Police	257.52		
Wales	260.44		



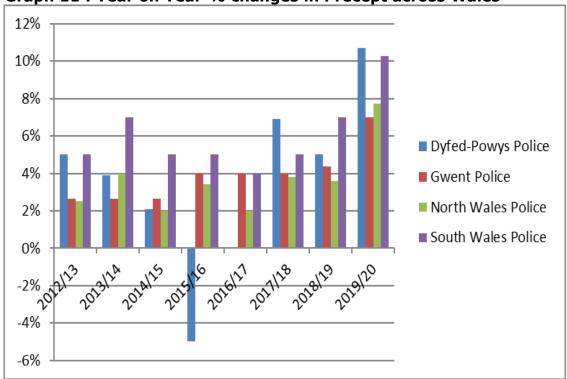
8.7 The following graph shows the change in precept levels for the Welsh forces since 2009/10.

Graph 10: Increases in Precept levels across Wales



8.8 The percentage year on year change in precept levels for the Welsh forces is shown in the following graph.

Graph 11: Year on Year % changes in Precept across Wales





9 Council Tax Base

9.1 The Police precept which is raised through local Council Tax payers is allocated to the billing councils on the basis of the relevant tax bases notified by them. The tax base is calculated from the number of properties in each area allocated to each property band and discounted for single occupancy, non–payers, etc. The tax base is expressed as a "Band D" equivalent as follows:

Table 5: Tax Base Levels

Taxbase @ Band				
<u>D</u>	2018/19	2019/20	2020/21	variance
Carmarthenshire	72,153.24	72,440.46	74,006.63	2.2%
Ceredigion	31,683.05	31,648.30	31,936.27	0.9%
Pembrokeshire	56,103.15	56,055.84	57,301.64	2.2%
Powys	61,768.85	62,123.50	62,396.70	0.4%
Taxbase	221,708.29	222,268.10	225,641.24	1.5%
	0.2%	0.2%	1.5%	

- 9.2 The police precept will be added to the figures for the Unitary Authorities and will form part of the overall Council Tax demand bills.
- 9.3 Under the regulations, the billing authority must determine a schedule of instalments for payments to precepting authorities. The agreement is that the Unitary Authorities will pay the Force in 12 instalments on or before the last working day of each month.
- 9.4 It should also be noted that when announcing the police settlement, the Government make assumptions in regard to the tax base changes using information provided by the Office of Budget Responsibility. For Wales a 0.8% increase was assumed, however the actual increase for Dyfed-Powys is actually 1.5%. This higher level of increase positively impacts on the announced headline figures both locally and nationally by c£412k for Dyfed Powys Police.

10 Police Officer Pensions

- 10.1 As part of the 2016 Pension Valuation, Her Majesty's Treasury (HMT) announced a Public Sector Pension Valuation 'Directions' on 6th September 2018, which served to increase the Employer's Contribution rate from 2019/20 for Public Sector Pension Schemes (including the Police Pension Scheme).
- 10.2 The impact of the Valuation Directions results in a sizeable increase in the police officers employer contribution from 22.1% to 31%, albeit that 24.2% has been paid since the last revaluation. The impact of this increase was been assessed to be £330m.



- 10.3 After considerable national and political representations were made in relation to the impact of this significant and unforeseen pressure. The final settlement for 2019/20 included two elements to partially mitigate the financial impact.
- 10.4 A new specific grant was allocated to all Forces in 2019/20, based on averages of police officer pension's costs over a three year period, for Dyfed-Powys this was set at £1.302m albeit left a shortfall of £0.535m to be met from the revenue budget. This specific grant has continued in 2020/21 but the are risk in relation to the ongoing commitment to this specific grant must be noted.
- 10.7 It is also important to note that there are uncertainties about the future financial implications as a result of the Court of Appeal's judgment that transitional provisions introduced to pension schemes in 2015 gave rise to unlawful age discrimination. The Government is seeking to agree how the discrimination will be remedied across affected areas of the public sector.

11 Priorities and Budget Requirement 2020/21

- 11.1 The budget requirement for 2020/21 and this MTFP take account of the Commissioner's and the Chief Constable's priorities for the year. These priorities were outlined in the Chief Constables presentation at the Finance Seminar in December as follows:
 - Domestic Abuse and Vulnerability
 - Process Changes Led by Assistant Director
 - Vulnerability Desk / Risk Assessments / Comprehensive Staff Training
 - Neighbourhood Policing
 - New consistent Structures across Force
 - o Problem Solving Ethos embedded including training
 - Demand reductions –visibility and problem solving rationalised
 - Investigation Standards
 - Comprehensive training, supervisory focus, victim focus and crime allocation
 - Demand Work Response, Investigations, response, traffic and FCC
 - o re- centralising crime recording to reduce excess demand
 - Hub model / investment in Investigations and Vulnerability
 - Significant demand reduction and efficiencies envisaged
 - Operation Uplift additional 42 Officer in January 20 to March 21
 - Legitimacy expansion of anti-corruption activity and monitoring
 - Procurement of a new Records Management System and CCTV
- 11.2 For the future periods i.e. 2020 to 2021, the Chief Constable highlighted the following priorities:
 - Significant Capital Investment Requirements
 - o 10 year Plan across ICT and Estates Llanelli / Brecon and JFU
 - National, Regional and Local ICT Investments



- Opportunities for innovation
 - Sustainability Electric vehicles / Premises / Agile Working
 - Further Procurement Savings
 - o National Shared Services and collaboration
 - Overtime Gold Group Savings significant savings have already been delivered – overtime / Income generation / procurement
- New Challenges and requirements
 - Social Media and New Platforms
 - o Digital / Driverless Vehicles etc.
 - o Agile Working / Mobile and ESN challenges
- 11.3 The cost consequences of delivering on these priorities alongside the additional costs of operational uplift and cost / inflationary pressures would require an investment both in terms of next year's revenue and future capital budgets. In terms of Revenue budgets it has been estimated that a net budget of £115.4m for the 2020/21 financial year, an increase of £8.5m or 7.96% from the 2019/20 level. A breakdown of this increase is included in the table below:

Table 6: Variation Statement

	£M	%	Cumulative (%)
Net Force & OPCC Budget 2019/20	106.897		
Pay and Price Inflation	3.351	3.13%	3.13%
Reserves / Capital Financing	0.771	0.72%	3.86%
Own Standstill Cost Pressures	1.817	1.70%	5.56%
Regional / National Standstill Pressures	0.365	0.34%	5.90%
Net Savings Plan 2020/21	-1.260	-1.18%	4.72%
Estimated Standstill Budget Requirement	111.941		4.72%
Own Investment Priorities	0.466	0.44%	5.16%
Workforce Plan Changes (Net)	0.891	0.83%	5.99%
Requirement Before Uplift Costs	113.299		5.99%
Estimated Costs of Operation Uplift (High)	2.103	1.97%	7.96%
Net Budget Requirement 2020/21	115.402	7.96%	7.96%

- 11.4 A further description and breakdown of the individual items included in the table above is set out in the following paragraphs:
- 11.4.1**Pay and Price Inflation t**he budget allocated for 2019/20 incorporated a pay award and general inflation assumption of 2%. With pay awards for police staff and officers during the year being 2.5% there has been a need to increase the baseline budget to reflect



the additional 0.5%. In addition, it has been assumed that a pay increase of 2.5% will need to be funded from September 2020 although the exact amount will be determined later in the year by the Police Remuneration Review Body. A general inflation increase of 2.5% has been assumed for non-pay budgets however a standstill has been assumed in relation to grants and 10% increase has been applied to utilities and fuel budgets. In total these amount to an increase of around £3.351m or 3.13% compared to last year.

11.4.2 Reserves and Capital Financing - the budget for 2019/20 was reliant on a contribution from reserves of £0.981 m. This is unsustainable in the longer terms and a strategy of reducing reliance on reserves to fund current spending over a 5 year period is being followed. A further reduction of £0.387m has been applied leaving an annual contribution of £0.600m for the Force and Commissioner's Office which will be reduced to 0 over the course of the next two years. The forward capital programme assumes an additional capital contribution to revenue of £0.350m and borrowing costs of £0.043m which will arise as the Force continues to deliver against its Capital Strategy. In total the Force will be contributing £0.850m from its revenue budget in 20/21 to fund capital schemes annually. The Medium Term Financial Plan has identified that this is the amount that needs to be set aside in 2020/21 to fund the forward capital programme. This will continue to increase over coming years to meet the significant capital financing pressures envisaged over the next 10 years.

11.4.30wn Standstill Pressures

- 11.4.3.1 Through detailed budget consultation exercises with internal Departments and detailed work undertaken by the Finance Department of the Force, some significant cost pressures that will impact the 2020/21 financial position which are largely unavoidable and must be incorporated in the budget.
- 11.4.3.2 Police officer and staff increments will add £0.525m to the budget requirement for next year. In addition, a triannual revaluation of the Police Staff Pension Scheme has identified a requirement for an increase in the employer's contribution rate from 13.5% to 17.8% is needed to attain a fully funded status for the pension scheme. This is a significant issue and increases the budget requirement by £0.987K. There are a number of factors which are affecting the fund including:
 - the impact of lifting previous governmental policy of public sector pay restraint
 - o a reduction in discount rate
 - o changes in the workforce profile over recent years
 - o an assessment of the impact of legal challenges claiming unlawful discrimination in relation to previous pension changes (1.2% of the contribution rate increase)
 - o a positive movement in terms of investment performance



11.4.3.3 Other cost pressures of £0.305m have been identified mainly from an increasing requirement in terms of the forensic medical contract (custody) which is being impacted heavily by "County Lines" operations (£0.120m) insurance costs (£0.075m) and additional recruit training costs as a result of the adoption of the updated College of Policing training standards locally delivered in partnership with the University of South Wales (£0.110m).

11.4.4 Regional and National Pressures

11.4.4.1 The budget includes an additional sum of £0.365m which will result from Regional and National collaborative activity. The Force faces additional charge of £0.270m for the Regional Organised Crime Unit and for the collaborative delivery of Firearms Training and National ICT system charges as a result of reviews of charging models. In addition collaboration around a new National Cyber Monitoring Centre for the Police Forces systems and infrastructure will contribute an additional £0.070m. This provides good value for money compared to the costs of introducing 24/7 monitoring locally. Additional costs of £0.025m are anticipated due to cost pressures on the National Police Air Service.

11.4.5 Net budget reducing efficiency savings

- 11.4.5.1 Departmental Budgets have been reduced by £1.260m reflecting savings activity across the Force and the Office of the Police and Crime Commissioner. The Finance Gold Group has been instrumental in identifying and delivering these savings.
- 11.4.5.2 These are categorised across the main headings of Pay and Allowances, procurement and income generation, overtime budget reductions, sustainability and austerity as shown in the following table:

Table 7: Cost Reduction Summary 2020/21

	£M
Pay and Allowances (including Salary Sacrifice)	-0.100
Finance Gold – Procurement and Income Generation Finance Gold – Reduction in Overtime Contingency	-0.675 -0.100
Sustainability Fund Savings Target – Estates / Fleet / IT	-0.205
Total Budget Reducing Savings	-1.260

11.4.5.3 Further savings and non-cashable efficiencies of £3.087m will be delivered and reinvested as part of the Force Workforce Plan which takes the gross Efficiency Programme to some £4.347m for the 2020/21 financial year.



11.4.6 Own Investment Priorities

11.4.6.1 After a period of consultation, the following prioritised non-pay increases have been approved from a number of organisational business cases. In total these amount to £0.466m as set out in the following table:

Table 8: Investment Priorities

Element - NON PAY GROWTH	£M
Disability Discrimination Act Adjustments	0.056
Specialist Training – Cyber / Custody / RUI	0.030
Disability Discrimination Act Adjustments	0.030
Superintendent On-Call Payments - Regulations	0.020
Estates – Costs for Vulnerability Desk	0.030
Additional Skype Licences	0.150
Records Management System – Hosting (Sept)	0.150
Total Growth Non Pay Requirements - FMS linked	0.446

11.4.7 **Demand and Workforce Planning Changes**

11.4.7.1 The Force is planning some significant changes to its workload as a result of Operation Uplift, demand and workload analysis exercises, in response to HMICFRS recommendations and as a result of its own assessment of requirements resulting from the Force Management Statement and Strategic Assessment processes.

11.4.7.2 **Operational Uplift – 20,000 officers**

- As part of the Government's commitment to increase officer numbers by 20,000 in England and Wales over the next three years, the Force has been allocated an additional 42 Officers out of the initial tranche of 6,000. Recruitment of these officers has already started in Force and an additional 22 recruits started training on the 20th of January 2020. After a period of initial training, these officers will first become operationally active in November 2020.
- A further tranche of 20 officers will be recruited in June 2020. This is in addition to the normal intake of 66 recruits (22 in March 2020, 22 in September 2020 and 22 in March 2021) that will be required to take account of current establishment vacancies and projected leavers. With new recruit training at full capacity, the Force will also seek to progress an intake of 12 transferees in June 2020 from a pool of people who have previously actively approached the Force seeking a move to Dyfed Powys to work. The intention is to focus these transferees into detective roles and into the south Ceredigion area.



• The NPCC issued comprehensive guidance on the costing assumptions that Forces should adopt in assessing the cost consequences of operational uplift going forward. This includes the cost consequences of salaries plus on-costs of the officers themselves, the costs of recruitment and training plus the costs of additional police staff and infrastructure. The estimated costs are set out in the table.

Table 9: Cost of Operation Uplift 2020/21

	£M
Recruitment and attraction costs	0.095
Training, accommodation and catering	0.154
Officer Salaries and On-costs	1.158
Office Equipment and Support Costs	0.696
Total Costs based on NPCC Guidance	2.103

 As outlined In respect of 2020/21, a performance related grant of £1.190m has been announced for Dyfed Powys. This will be payable quarterly in arrears and will be dependent on delivery against the increase in officer numbers (to 1,180 FTE or a headcount of 1,207) and any other performance criteria which may accompany this. No criteria have been communicated in respect of this at this stage however guidance on this is expected over coming months.

11.4.7.3 Workforce Planning Changes

- The Uplift programme forms part of a much wider plan to reform the workforce to address Force Management Statement, and HMICFRS recommendations and areas for improvement as well as the Chief Constable's priorities as outlined above.
- The Force's detailed analysis of Demand across the organisation highlighted significant pressures on front line and detective officers based upon current workloads and working practices. This work has utilised specialist software to analyse activity which enabled the Force not only to identify pressure points geographically and by function, but has also highlighted changes in approach, prioritisation and the distribution of work to ensure a more economical and efficient delivery of policing services. Over 1,000 alternative models of delivery and/or structure have been analysed to inform the most effective solutions in terms of meeting current and future demand.
- The analysis demonstrated that the Force would need an additional 79 officers in response, an additional 25 local investigative detectives, 4 additional Domestic Abuse officers and an additional 3 officers to monitor activities serious and violent offenders to fully meet current demand.



- Changes in relation to the reintroduction of telephone crime recording, the expansion of the remit of the central Incident Crime Allocation Team (ICAT) and a change to a Policing Hub model and approach would result in gross operational efficiencies equivalent to some 74 officers based upon the outcome of the Demand re-modelling work. The Force will also be saving one Assistant Director Position (collaboration and efficiency) and one Force accountant role as part of its efficiency plan.
- Further future demand pressures have been anticipated in respect of firearms licensing, fraud safeguarding and social media desk and associated communications functions during 20/21 and these have also been incorporated into the workforce plan.
- The Force Management Statement which was produced by the Chief Constable in June 2019 has highlighted the need to increase capacity in order to deliver a new Records Management System, and enhanced vetting, anti-corruption, benefits realisation and audit capability. This will also enable the Force to expand the Domestic Abuse Desk to encompass vulnerability in its wider sense.
- It total, it is estimated that these improvements will add approximately £0.891m to the budget for 2020/21 net of the efficiencies of £3.087m that will emerge from changing working practices and structures and the funding that has been made available through Operation Uplift as outlined in the paragraphs above.
- The following table summarises the planned changes:



Table 10: Workforce Planned Changes

	Officers (FTE)	Staff (FTE)	Total (FTE)	Budget Impact (£M)
Demand Work - Response	79 25	0	79 25	3.160 1.000
Demand Work - Local Investigations Demand / FMS - Domestic Abuse		J		
Officers	4	0	4	0.152
Monitoring of Serious and Violent Offenders	3	0	3	0.120
FMS - Record Management System	1	5	6	0.274
Demand - Firearms Administration	0	3	3	0.101
FMS - Anti Corruption FMS - Expanded Vulnerability Desk	1	1 4	2 7	0.081
FMS - Benefits Realisation / Vetting / Audit	0	3	3	0.101
Demand - Social Media Desk / Media	0	9	9	0.367
Fraud Safeguarding	0	1	1	0.021
Total Increases – Demand and FMS	116	26	142	5.658
Demand Work Productivity Savings/Eff	<u>iciencies</u>			
Telephone Crime Recording /ICAT Expansion	-63	0	-63	-2.536
Roads Policing /Response Merger/Hub	-11	0	-11	-0.428
Assistant Director - Post Reduction	0	-1	-1	-0.076
Force Accountant (to benefits realisation)	0	-1	-1	-0.047
Net Productivity Savings – Demand Team	-74	-2	-76	-3.087
Total Net Workforce Changes	42	24	66	2.571
Less: Uplift Salary Costs Assumed	-42	0	-42	-1.680
Total Increase Excluding Uplift	0	24	24	0.891

11.4.7.3 As a consequence of Operation Uplift there will be much focus on Police Officer numbers over coming years, and the following table outlines the anticipated position for 2020/21:

Table 11: Police Officer numbers for 2020/21

	Officer Numbers FTE
Officer Numbers as at January 2020 (excluding seconded)	1,117
Estimated Leavers to March 2021	-53
Recruitment Activity	
Transferred (June 20)	12
Planned Intakes (Mar20 / Sept 20 / Mar 21)	62
Pre Uplift Numbers	1,138
Uplift - Additional Officer Jan 2020	22
Uplift – Additional Officers June 2020	20
Home Office Target	1,180



11.5 The 2020/21 financial year will be one of significant and ambitious change for the Force which will be vital in demonstrating improvements against Force Management Statement priorities, financial and operational resilience, HMICFRS recommendations and self-identified areas for improvement. These plans are also anticipated to have a positive impact in maintaining and improving the standards of service that the public can expect as well making a tangible impact staff and officer workloads and wellbeing.

12 Proposed Budget for 2020/21

12.1 The overall result of the settlement and proposed precept is a total funding increase of £7.797m in 2020/21 compared with 2019/20 as shown in the table below.

Table 12: Total Funding for 2020/21

	2019/20	2020/21	Change	
	£m	£m	£m	%
Core Police Grant	28.317	33.821	5.504	2.20%
Add Rule 1 + Floor Funding	8.676	7.146	-1.530	2.10%
Welsh Government	13.355	13.150	-0.205	1.90%
Central Funding	50.348	54.117	3.769	2.10%
Pensions Grant	1.302	1.302	0.000	
Uplift Grant		1.190	1.190	
Council Tax Base (Band D number)	222,268	225,641	3373	1.52%
Council Tax at Band D (£)	248.56	260.56	12.00	4.83%
Precept	55.247	58.793	3.546	6.42%
Total Funding	106.897	115.402	8.505	7.96%

12.2 This has resulted in the following balanced budget being prepared for 2020/21:

Table 13: Draft Revenue Budget for 2020/21

	2019/20	2020/21
	£m	£m
OPCC and Commissioning	1.945	2.098
Estates	3.994	4.099
Force (net of reserve movements)	100.958	109.205
Total	106.897	115.402

12.3 A full breakdown of the proposed expenditure for 2020/21 (through to 2025/26) id provided in Appendix C.



13 Future Funding

- 13.1 Considerable uncertainty has existed over future financial settlements for some time. The political turmoil over recent years delayed the Comprehensive Spending Review and work on this is likely to recommence in the near future.
- 13.2 In addition to this, and as outlined above there have been indications that work on the review of the police funding formula will also recommence.
- 13.3 Both of these mean continued uncertainty and risk for Dyfed-Powys.
- 13.4 Much work has been done on both a local and national level to deliver extensive efficiencies and efficiency savings through a rigorous process of financial and service delivery scrutiny and transformation. These requirements will continue in earnest.
- 13.5 Work continues through both the NPCC Finance Committee and Police and Crime Commissioners Treasurers Society to seek a consistency of approach to financial modelling and bring to bear financial influence in relation to both the CSR and formula funding review.
- 13.6 The introduction of new specific grants over the last two years one to partly mitigate the costs of the increases in police officer pension costs and the other to meet specified costs associated with the additional officers to be recruited under Operation Uplift, also carry risk in terms of their continuation. In the absence of clarity, the MTFP has assumed their continuation at the same levels.
- 13.7 Albeit that precept levels will be considered in detail on an annual basis taking cognisance of the full range of impacting factors, the MTFP has assumed an annual increase of 5%.

13.8 The assumed current medium term funding position is shown below:

Table 14: Total Funding for 2020/21 to 2025/26

	20/21	21/22	22/23	23/24	24/25	25/26
	£M	£M	£M	£M	£M	£M
Central Grants	54.117	55.199	56.303	57.429	58.577	59.749
Pensions Grants	1.302	1.302	1.302	1.302	1.302	1.302
Uplift Grant	1.190	1.190	1.190	1.190	1.190	1.190
Precept	58.793	62.227	65.861	69.707	73.778	78.086
Total Funding	115.402	119.918	124.656	129.628	134.847	140.327
Variance to prior year	8.505	4.516	4.738	4.972	5.219	5.480
% Change	7.96%	3.91%	3.95%	3.99%	4.03%	4.06%



13.9 The above funding position assumes the following increases in council tax precept and includes an assumption that the council tax base will increase by 0.8% per year which is in line with the Office of Budget Responsibilities (OBR) assumptions:

Table 15: Proposed Precept Level 2020/21 to 2024/25

	20/21	21/22	22/23	23/24	24/25	25/26
	£	£	£	£	£	£
Council Tax Precept	260.56	273.59	287.27	301.63	316.71	332.55
Increase from prior year £	12.00	13.03	13.68	14.36	15.08	15.84
% Change	4.8%	5.0%	5.0%	5.0%	5.0%	5.0%

14 Medium Term Budget 2020/21 to 2024/25

14.1 It is expected that pay and price inflation will continue to exert pressure on the costs of providing policing services over the period and the following assumptions have been made in relation to these:

Table 16: Inflation Assumptions for 2019/20 to 2024/25

	20/21	21/22	22/23	23/24	24/25	24/25
Police Officers	2.50%	2.25%	2.25%	2.00%	2.00%	2.00%
Police Staff	2.50%	2.25%	2.25%	2.00%	2.00%	2.00%
Inflation	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fuel & Utilities	5.00%	3.00%	2.50%	2.50%	2.50%	2.50%
Grants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Income	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Pension	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

14.2 In addition to these increases in base costs, an efficiency and savings plan has been developed that is due to deliver savings amounting to £4.480m over the next six years. These savings are detailed in the table below:



Table 17: Cost Reduction Summary for 2020/21 to 2025/26

Table 17. Cost Re	duction 5	ullilliai y	101 202	EU/ ZI C	5 2025	20	
	20/21	21/22	22/23	23/24	24/25	25/26	Total
	£′000	£'000	£′000	£'000	£′000	£′000	£′000
Pay Related							
Reduction in allowances	-80	-80	-80	-80	-40		-360
Modernisation/	-80	-00	-00	-00	-40		-300
Workforce		-40	-40				-80
transformation		-40	-40				-80
National Insurance -							
benefits	-20	-20					-40
Procurement/							
Income Generation							0
Procurement	-200	-200	-200	-200	-100	-100	-1000
	-100	-200	-200	ł	-100	-100	_
Firearms Licensing	-100			100			0
Telematics Contractual	-50						-50
savings							
MPS - Training of Officers	-150						-150
Driver Retraining contribution	-150						-150
Other Income &	-25	-25	-25	-25			-100
Charging Financial							
Management							0
Reduction in ACC							
Contingency	-100						-100
Sustainability							
Projects/ Assets							0
Estate rationalisation	-50	-50	-50	-50			-200
Estates Energy							
Efficiency Measures	-40	-90	-30	-30			-190
ICT Efficiency Measures	-50	-50	-50	-50			-200
ANPR	-50	30	30	30			-50
		6.5					
Fleet - Fuel reductions	-65	-65	-55				-185
Productivity							0
Improvements							
Back Office Reductions		-100	-100	-50			-250
Other workforce savings		-50	-50	-150			-250
Continuous		-70	-70	-105			-245
Improvement Savings		-70	-70	-103			-243
Non Pay Austerity	-130	-100					-230
Measures	-130	100					-250
Automation/ NEP			-100	-100	-100	-100	-400
Savings			100	100	100	100	700
Collaboration - NEP		-50	-50	-50	-50	-50	-250
savings							
	-1,260	-990	-900	-790	-290	-250	-4,480

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14.3 The impact of the consolidation of the inflationary increases, pressures forecasted changes and resultant funding gaps are detailed as follows:

Table 18 - Cost Variation Statement 2020/21- 2025/26

Table 10 - Cost Variation 3	20/21					25/26
	£'000	£'000	£'000	£'000	£'000	£'000
Net Budget - Prior Year	106,897	115,402	120,553	125,859	131,117	136,247
Summary Variation Statement						
Efficiencies Identified	-1,260	-990	-900	-790	-290	-100
Uplift Costs (Including Furture Increments / FYE)	2,103	343	126	126	126	126
Police Staff Pensions	987	0	0	0	0	0
Pay Award - Last Year - additional +0.5%	284	0	0	0	0	0
Full Year Effect of Last Year Pay award	1,028	1,386	1,280	1,301	1,226	1,275
In Year Pay / Other inflation	2,040	1,899	1,927	1,842	1,935	2,025
Cost Pressures - Own Costs	830	525	210	150	0	0
National / Regional Cost Pressures	365	60	390	250	0	0
Reserves Reduction Assumption	378	276	327	0	0	0
Direct Revenue Contribution	350	750	500	500	500	500
Estimated Capital Borrowing	43	462	1,096	840	133	398
Growth Proposals						
Departmental / Other Cost Pressures / Growth	466	440	350	1,040	1,500	1,200
HMIC / FMS / Demand Areas - Workforce Plan	891	0	0	0	0	0
Budget Requirement 20/21	115,402	120,553	125,859	131,117	136,247	141,671
,	,	,	,	,	,	,
Additional Government Funding +7% and 2% from	-4,958	-1,082	-1,104	-1,126	-1,149	-1,172
Additional Precept Funding @ +5% +1.52 % Base		-3,434	-3,634	-3,846	-4,071	-4,309
· 5 -	-8,504	-4,516	-4,738	-4,972	-5,219	-5,480
Shortfall	0	636	568	286	-90	-56
Cumulative Deficit	0	636	1,203	1,490	1,400	1,344

- 14.4 Given the scale of impact that a review of funding formula could have, both the Commissioner and Chief Constable have agreed to record this eventuality of the Strategic Risk Register. There is no doubt that any significant reductions in central grant funding would have serious implications on police services and the communities of Dyfed-Powys. The recommencement of national work will be monitored closely by both the CFO and DOF and a specific Gold Group would be established to develop operational models and sustainable to delivery plans to meet the potential scenarios. It is also worth highlighting the potential conflict and dichotomy that may arise with requirements for meeting the Prime Ministers Operation Uplift pledge.
- 14.5 Work continues on a national and all-Wales basis to seek every opportunity for collaboration, consistency of approach and commercial efficiencies. The Deputy Chief Constable currently chairs the All Wales Collaboration Board which oversees all existing police collaborations.



15 Section 25 and Budgetary Risk

- 15.1 Section 25 of the Local Government Act 2003 requires that the Chief Finance Officer report to the Commissioner, at the time the budget is being set, on the risks and uncertainties that might require more to be spent on the service than planned, and the adequacy of financial reserves. This report is shown in Appendix D
- 15.2 Allowance is made for these risks by:
 - making prudent allowance in the estimates; and in addition
 - ensuring that there are adequate reserves to draw on if the service estimates turn out to be insufficient.
- 15.3 It is important that budgetary risk has been minimised when the budget is set. The level of budgetary risk must be formally considered by the Commissioner informed by the advice and judgement of his Chief Finance Officer.
- 15.4 The proposed budget for 2020/21 reflects the identified and quantifiable risks. However it has not been possible to incorporate the following risks:
 - Amendments to the final government grant notification for future years;
 - Unforeseeable changes in government policy;
 - Unknown financial consequences arising from the exit from the European Union (Brexit);
 - Further future impacts of pension scheme reviews on employer contribution rates.
 - Financial outcomes of national legal cases and challenges in relation to undercover policing and police pensions.
- 15.5 Appendix E also outlines a risk impact assessment across various budget headings and based on the percentage of the net revenue budget and the known factors which could influence levels of actual expenditure or income.

16 Reserves

- 16.1 In accordance with the Home Office Financial Management Code of Practice (FMCoP) the Commissioner considers the role of reserves when compiling the MTFP and annual budget. The Commissioner, supported by his Chief Finance Officer holds the responsibility for ensuring the adequacy of reserves each year so that unexpected demand led pressures on the budget can be met without adverse impact on the achievement of the key priorities.
- 16.2 The FMCoP requires the Commissioner to establish a strategy on reserves in consultation with the Chief Constable. This Strategy is shown in Appendix F and details the approach for 2020/21 and beyond.



16.3 The opening and estimated closing position for reserves during 2019/20 are shown in the table below.

Table 19: Reserve Balances and Utilisation during 2019/20

	Balance as at 31 st March 2019	Net Movement in year	Balance as at 31 st March 2020
	Actual	Estimated	Estimated
	£000k	£000k	£000k
General Reserve	4,032	-0	4,032
Earmarked Revenue Reserves	3,863	-1,396	2,467
Ringfenced Revenue Reserves	2,109	180	2,289
Capital Grants	425	-242	183
Capital Reserves	5,786	-1,583	4,203
Total	16,215	-3,041	13,174

16.4 The table below details how the MTFP will impact on reserves over the coming years.

Table 20: Use of Reserves

	20/21	21/22	22/23	23/24	24/25	Total
Use of Reserves	£000k	£000k	£000k	£000k	£000k	£000k
Earmarked						
Reserves -	500	223	0	0	0	723
Revenue	300	223	0	0	U	725
contribution						
Earmarked	394	295	213	0	0	902
Reserves	334	233	215	U	0	302
Ringfenced	180	180	180	171	0	711
Reserves	100	100	100	171		711
Capital Grants	183	0	0	0	0	183
Capital Reserves	4,162	32	0	0	0	4,194
Total use of	5,418	730	393	171	0	6,712
Reserves	3,410	730	393	1/1	U	0,712
Balance at year end	7,756	7,026	6,633	6,462	6,462	



- 16.5 The contribution to revenue budget line in the table above appears as the result of the previous Commissioner's decision to reduce the council tax precept for 2015/16 by 5% and to use reserves to fund an element of the revenue budgets for 2015/16 to 2018/19. Given the scale of pressures in the revenue budget the reduction in the remaining reserve will be staggered with the last planned contribution from reserves now being 2021/22.
- 16.6 The following table outlines the estimated reserves which underpin the 2020/21-2023/24 MTFP:

Table 21: Estimated Reserves at year end

14410 ==1 =541114104 110501105 41						
	Balance at 31 st March 2020	Balance at 31 st March 2021	Balance at 31 st March 2022	Balance at 31 st March 2023	Balance at 31 st March 2024	Balance at 31 st March 2025
	£000k	£000k	£000k	£000k	£000k	£000k
General Reserve	4,032	4,032	4,032	4,032	4,032	4,032
Earmarked Revenue Reserves	2,467	1,574	1,056	843	843	843
Ringfenced Revenue Reserves	2,289	2,109	1,929	1,749	1,578	1,578
Capital Grants	183	0	0	0	0	0
Capital Reserves	4,203	41	9	9	9	9
Total	13,174	7,756	7,026	6,633	6,462	6,462

- 16.7 At the end of 2024/25, the general reserve is expected to remain at £4.032m with total reserves amounting to £6.462m, albeit that £1.578m of this is effectively being held on behalf of other parties and collaborative initiatives. The percentage of general reserve against net revenue budget will fall from 3.8% at the end of 2019/20 to 3.0% as the net revenue budget increases. The reserves are further detailed in Appendix G and also provide the information to accord with the Home Office and ministerial requirements.
- 16.8 The above reserve levels have been considered in the context of risk which comply with CIPFA's guidelines which state that "in order to assess the adequacy of unallocated general reserves....take account of the strategic, operational and financial risks facing the authority."



- 16.9 Whilst risk exposure and mitigation of that risk may not necessarily drive a material increase in spending, it will influence the level of general reserves year by year.
- 16.10 Four key risks are specifically relevant to the level of general reserves now and in the future, which are outlined below.
 - Economic instability the risk that worsening economic conditions, real terms reductions in levels of government grant and the increased resource requirements will have a significant effect on already stretched financial resources. This will result in a restriction on operational activity and developments over the next four years and beyond, for example, curbing the ability to offer the level of community policing that the public is expecting unless a bigger draw on reserves is authorised;
 - External Risks such as Brexit and global financial markets have been taken into account in setting reserves;
 - Operational major incidents and nationally and locally managed capital schemes – the likelihood and impact of a major incident that could occur within the Force area and risks attached to significant capital schemes has been considered in determining an appropriate level of reserves;
 - Council Tax keeping council tax under control remains a priority for the Government.

17 Capital

- 17.1 Well maintained and managed assets and critical infrastructure play a vital role in the delivery of efficient policing services. Therefore it makes sense to plan how these assets will be maintained and managed. The Capital Strategy is shown in Appendix H and underpins the draft capital programme for 2020/21.
- 17.2 Considerable work has been undertaken during 2019/20 to consider future investment requirements over a longer period, albeit this naturally includes a number of assumptions. A ten year programme is outlined within the Capital Strategy with the programme for the next five years being outlined in the table below:



Table 22: Draft Capital Programme for 2019/20 to 2024/25

Capital Programme	19/20	20/21	21/22	22/23	23/24	24/25	Total
	£000k	£000k	£000k	£000k	£000k	£000k	£000k
Land and Buildings	1,365	10,774	17,500	5,100	1100	600	36,439
Vehicles	1,035	1,085	1,050	1,050	1,050	1,170	6,440
IT and Other Strategic Spending	3,576	4,364	4,070	6,423	2,734	5,423	26,590
Capital Expenditure	5,976	16,223	22,620	12,573	4,884	7,193	69,469
Grant Funding	-85	-85	-85	-85	-85	-85	-510
Borrowing	-1,365	-10,773	-20,499	-10,338	-2,149	-3,958	-49,082
Driver Retraining Contribution	-243						
Capital Grants	-242	-183					-425
Contribution from Revenue Account	-500	-850	-1,600	-2,100	-2,600	-3,100	-10,750
Capital Receipts	-1,787		-250	-50	-50	-50	-2,187
Sustainability Reserve	-170	-170	-154				-494
Capital Reserve	-1,584	-4,162	-32				-5,778
Capital Financing	-5,976	-16,223	-22,620	-12,573	-4,884	-7,193	-69,469

17.3 The draft capital programme requires total funding of £69.5m for 2019/20-2024/25 with £6.0m planned to be spent in 2019/20. For the current capital programme to be fully financed over the next six year, capital reserves will be depleted by the end of 2021/22. In addition, it is foreseen that external borrowing of £49.1m will be needed over the same period. The majority of this borrowing will fund the building of a new custody facility for Carmarthenshire, provide a solution to the ageing police facility in Brecon and fund the new training facility for the Joint Firearms Unit. The cost of these three capital projects are currently expected to be in the region of £29.0m.

18 Public Consultation and Opinion

- 18.1 On the 5th December 2019, the Commissioner launched his public consultation on police funding for 2020/21. It was important to the Commissioner that he sought the views of the public and Dyfed-Powys Police workforce. He urged all to voice their opinion on this critical issue, to ensure that as a Police Force, Dyfed-Powys Police can continue to safeguard its communities with the highest standard of service available.
- 18.2 To assist the public in providing their views, a survey was created and both distributed and promoted widely. The Commissioner outlined the impact of what an additional £1, £1.50 and £2 per month on the Police Precept would mean to Dyfed-Powys Police and its service users. The survey closed on Sunday 12th January 2020.

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18.3 This year's consultation once again saw a significant increase in responses from 531 last year to 617 for this year.

Table 23 – 2020/21 Precept Consultation Responses

How much more would you be willing to pay each month through the police precept?									
Response No. of responses % of responses									
An additional £1	An additional £1 244 40%								
An additional £1.50	106	17%							
An additional £2	An additional £2 267 43%								
Total	617	100%							

18.4 Six out of ten (60%) of respondents to the Commissioner's survey would be supportive and willing to pay an additional £1.50 or £2 each month through the Police Precept with the remaining 40% willing to pay an additional £1 each month.

19 Conclusion

- 19.1 As outlined in the Commissioners summary, given the historic funding decisions and scale of the financial challenges and operational challenges that both Dyfed-Powys and the wider police service face, it is vital to secure a police precept which will safeguard policing and support the continued delivery of the priorities set out the Police & Crime Plan.
- 19.2 The above report sets out the array of internal and external factors and considerations which have informed the development of the MTFP.
- 19.3 The Commissioner submits a precept proposal for 2020/21 and assumptions that underpin the MTFP to 2024/25.
- 19.4 The Commissioner therefore submits a precept proposal for scrutiny by the Dyfed-Powys Police and Crime Panel which will raise the average band D property precept by £1 per month or £12 per annum to £260.56, a 4.83% increase. This increase is in accordance with the flexibilities outlined by the Government and will raise a total precept of £58.793m. This will provide a total of central and local funding of £115.402m representing a 7.96% increase on funding levels in 2019/20.



19.5 The impact of this police precept on each property banding are shown below:

Table 24 - Council Tax Bandings

Tax Band	Basis	2018/19	2019/20	Increase
А	6/9ths	£165.71	£173.71	£8.00
В	7/9ths	£193.32	£202.66	£9.34
С	8/9ths	£220.94	£231.61	£10.67
D	9/9ths	£248.56	£260.56	£12.00
Е	11/9ths	£303.80	£318.46	£14.66
F	13/9ths	£359.03	£376.36	£17.33
G	15/9ths	£414.27	£434.27	£20.00
Н	18/9ths	£497.12	£521.12	£24.00
Ι	21/9ths	£579.97	£607.97	£28.00

19.6 This level of funding will allow the Force to continue to provide focussed funding to meet their operational and strategic delivery plans demonstrating improvements against Force Management Statement priorities, financial and operational resilience, HMICFRS recommendations and self-identified areas for improvement. These plans are also anticipated to have a positive impact in maintaining and improving the standards of service that the public can expect as well making a tangible impact staff and officer workloads and wellbeing.



Safeguarding our communities together: Working together to provide a first class service that is visible and accessible, ensuring that our communities remain safe. We will be there when the public need us and we will act with fairness and respect in all that we do.

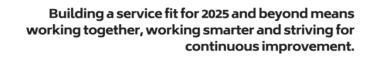












We will develop a police service that is forward thinking, innovative and engaged - guided by community needs, demand and intelligence.

Mark Collins, Chief Constable





Local Policing

Local policing will be tailored to the needs of our communities - Informed by their priorities and our evidence.

- Police Officers and PCSOs will be located in the places where our analysis tells us they are needed.
- We will also be visible and accessible online -Available to engage with our communities in ways that suit their needs.
- We will adopt a multiagency problem solving approach to community problems, focusing on early intervention from the most appropriate agency.



Specialist Capabilities

We will build our capacity and continue to test ourselves, so that we are prepared and ready to respond to existing and emerging crime types.

- We will build specialist capability with other Welsh forces to respond to existing and emerging threats e.g. terrorism, serious and organised crime and cybercrime.
- We will exercise for these threats together, ensuring we are ready to respond when needed.
- We will develop one approach to accreditation of specialist services within Wales (e.g. Collision Investigation), reducing costs and avoiding duplication of effort.



Workforce

We will work to retain and recruit confident and capable professionals, empowered to do their best for the communities we serve.

- We will have a skilled and agile workforce that reflects our communities and look to standardise staff terms and conditions to allow regionalised service delivery.
- We will develop a more responsive approach to workforce planning and use sophisticated demand analysis to inform resource decisions.
- We will embed the Transformational Leadership Programme across Dyfed Powys Police as part of our leadership approach.



Digital Policing

New technology will make it easier for our communities to speak with us. It will remove waste from our work and improve processes.

- We will develop, improve and integrate our digital policing programme to support operational policing and to improve accessibility for the public.
- We will implement a new records management system, reducing bureaucracy and enhancing the scope for collaboration with other Welsh forces.
- We will make best use of digital and mobile services, maximising the time that officers remain operational within their community.



Business Delivery

We will be flexible in the way we work - Looking for opportunities to do more with others, reducing waste and duplication.

- Our procurement processes will seek to maximise on economies of scale, deliver efficiencies and secure ethical arrangements with local suppliers.
- We will actively explore delivery mechanisms for shared services across public sector, balancing the need for high quality cost effective services with the retention of local employment.
- With other public sector bodies we will reduce the public sector estate in Wales and the associated costs, by exploring colocation and limiting our carbon footprint.



Governance & Accountability

Clear arrangements for accountability and transparency will make us more agile and adaptable as circumstances change.

- We will be open to robust scrutiny and challenge, through internal quality assurance arrangements, external audit and inspection.
- We will play an active role within each Public Service Board to improve the economic, social, environmental and cultural well-being.
- We will recognise and address gaps in service through the annual production of a Force Management Statement.



	Original	Revised						
	Budget	Budget						
Category	2019/20	2019/20	20/21	21/22	22/23	23/24	24/25	25/26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budgets Managed by the PCC								
OPCC Staff	707	707	749	767	785	801	817	834
OPCC Other Costs	284	284	291	302	313	324	335	347
Commissioning Income	-597	-597	-606	-606	-606	-606	-606	-606
Commissioning Staff	96	96	102	105	107	109	111	114
Commissioning Non Pay	1,455	1,455	1,560	1,719	1,781	1,844	1,910	1,978
Estates Staff Costs	714	714	757	775	792	809	825	842
Estates Non Pay Costs	3,936	3,967	4,046	4,109	4,192	4,262	4,414	4,572
Estates Income	-656	-687	-705	-730	-756	-783	-811	-840
Total Budgets Managed by the PCC	5,939	5,939	6,196	6,442	6,608	6,761	6,997	7,241
		,						,
Budget for Chief Constable and Staff under Dir	ection and Co	ntrol of Ch	ief Consta	able				
Employees								
Police Officer	66,852	66,850	70,074	72,361	74,155	75,922	77,536	79,224
Police Staff	24,421	23,856	26,834	27,353	27,708	27,885	28,344	28,913
PCSOs	4,458	5,041	5,349	5,476	5,599	5,718	5,833	5,950
Police Pensions	1,609	1,609	1,644	1,678	1,713	1,748	1,783	1,819
Indirect Staff Costs	1,057	1,035	1,432	1,483	1,536	1,591	1,647	1,706
Total Employee Costs	98,397	98,392	105,333	108,351	110,712	112,863	115,144	117,613
		,	,	,	,	,	,	,
Running Expenses								
Premises Related	354	358	368	382	396	410	425	440
Transport Related	1,964	1,960	2,038	2,095	2,128	2,205	2,284	2,366
Supplies and Services	9,844	10,161	10,562	10,775	11,108	12,314	14,189	15,822
Agency and Contracted	9,979	9,959	10,607	10,995	11,736	12,360	12,750	13,204
Total Running Costs	22,141	22,439	23,575	24,247	25,368	27,290	29,647	31,832
-								
Income and Specific Grants								
Income	-8,508	-8,721	-9,220	-9,575	-9,942	-10,220	-10,585	-10,962
Specific Grants	-10,686	-10,686	-10,777	-10,747	-10,720	-10,846	-10,975	-11,109
Total Income and Specific Grants	-19,194	-19,407	-19,997	-20,322	-20,662	-21,066	-21,560	-22,071
Capital, Reserves and Recharges								
Capital Charges	776	886	1,268	2,532	4,204	5,639	6,389	7,426
Reserves	-1,161	-1,161	-783	-507	-180	-180	-180	-180
Recharges and Apportionments	0	-190	-190	-190	-190	-190	-190	-190
Total Capital Reserves and Recharges	-385	-465	295	1,835	3,833	5,269	6,019	7,056
TOTAL CHIEF CONSTABLE'S BUDGET	100,958	100,958	109,205	114,112	119,251	124,356	129,250	134,430
Total PCC and Chief Constable	106,897	106,897	115,402	120,553	125,859	131,117	136,247	141,671

January 2020 Appendix C – Budget 2019/20 – 2024/25



	Original	Revised						
Category	Budget 2019/20	Budget 2019/20	20/21	21/22	22/23	23/24	24/25	25/26
Grants and Precepts	2013/20	2015/20	20/21	21,22	22,23	25/24	2-723	25/20
Police Grant (Inc Floor)	-36,993	-36,993	-40,967	-41,786	-42,622	-43,475	-44,344	-45,231
RSG / NNDR	-13,355	-13,355	-13,149	-13,412	-13,681	-13,954	-14,233	-14,518
Operational Uplift Grant	0	0	-1,190	-1,190	-1,190	-1,190	-1,190	-1,190
Pensions Grant	-1,302	-1,302	-1,302	-1,302	-1,302	-1,302	-1,302	-1,302
Council Tax Precept	-55,247	-55,247	-58,793	-62,227	-65,861	-69,707	-73,778	-78,086
Total Central Grant and Precepts	-106,897	-106,897	-115,402	-119,917	-124,655	-129,628	-134,847	-140,327
Deficit (+) / Surplus (-) - Cumulative	-0	-0	0	636	1,203	1,490	1,400	1,344
Taxbase	222,268	222,268	225,641	227,446	229,266	231,100	232,949	234,812
COUNCIL TAX LEVEL	248.56	248.56	260.56	273.59	287.27	301.63	316.71	332.55
Council Tax Increase	10.7%	10.7%	5%	5%	5%	5%	5%	5%
Taxbase @ Band D	2019/20	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Carmarthenshire	72,440	72,440	74,007	74,599	75,195	75,797	76,403	77,015
Ceredigion	31,648	31,648	31,936	32,192	32,449	32,709	32,971	33,234
Pembrokeshire	56,056	56,056	57,302	57,760	58,222	58,688	59,157	59,631
Powys	62,124	62,124	62,397	62,896	63,399	63,906	64,417	64,933
Taxbase	222,268	222,268	225,641	227,446	229,266	231,100	232,949	234,812

Appendix D – Section 25 Chief Finance Officers COMMISSIONER Report to the Commissioner

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- 1. Section 25 of the Local Government Act 2003 requires that the Chief Finance Officer report, to the Commissioner, at the time the budget is being set, on the following matters:
 - the robustness of the estimates made for the purposes of calculations;
 - and the adequacy of the proposed financial reserves.
- 2. Both the Commissioner and Police and Crime Panel are required to have regard to this report when considering and making decisions in connection with the budget.
- 3. The proposed budget presented in this report is based upon robust figures, prepared by the Director of Finance but in consultation with myself, the Chief Finance Officer. The detailed estimates have been prepared on a realistic basis and a result of comprehensive work undertaken by Corporate Finance in liaison with senior officers across the Force and have been subject to review and discussion through formal and informal meetings.
- 4. The MTFP sub group which was established during 2018 has continued in earnest to consider the array of issues and financial assumptions which have informed this budget. Much work has also been undertaken under the Finance, Efficiencies and Futures Group to consider capital requirements over a longer horizon and albeit that this contains a number of assumptions and uncertainties, it has highlighted longer term requirements and consequential implications for the revenue budget.
- 5. The MTFP also takes cognisance of the critical review of service demand that has been undertaken and also addresses issues identified in the Force Management Statement.
- 6. Proper provision has been made for realistic pay and price increases, and achievable levels of income. To inform the assumptions both the Director of Finance and I have taken cognisance of a wide range of financial and economic data and also engage closely with professional networks.
- 7. The Chief Constable continues to report financial performance monthly through Policing Board and quarterly through Police Accountability Board. Updates are also provided to the newly formed Finance, Efficiency and Futures Board and also through the Finance and Procurement Group. Finance is also a standard agenda item for other governance groups to ensure the appropriate and timely escalation of issues. I meet on a bi weekly with the Director of Finance and there is close working with the Corporate Finance team in relation to a number of specific areas which impact on the budget preparation and the MTFP. Corporate Finance also delivered a suite of financial management training to senior managers across the organisation during 2019, and have themselves undertaken additional training provided by the Chartered Institute of Public Finance and Accountancy.
- 8. There has been much focus on the requirements to deliver efficiencies over the last 10 years, and the Government have set out very explicit expectations in this regard. The Efficiency Plan is therefore a

Appendix D – Section 25 Chief Finance Officers POLICE AND CRIME COMMISSIONER Report to the Commissioner



structured way reduce expenditure in a controlled manner. The assumptions for savings, efficiencies and service transformation are ambitious but should be achievable through close management and monitoring through the revised governance structure, albeit that it is recognised that the plan does carry a risk in terms of attainment.

- 9. The Efficiency Plan for 2020/21 is forecast to deliver sufficient savings to balance the 2020/21 but it should be recognised that savings and efficiencies are proving harder to achieve. Intrinsic to the delivery of this efficiency plan, the force are establishing a Business Benefits Realisations post to work with senior managers to ensure benefits are both realised and captured appropriately. In line with Government expectations there will need to be a continued organisational focus on efficiencies and transformation over coming years.
- 10. The political turmoil of 2019 and funding uncertainties have undoubtedly impacted on financial planning. It is vital to highlight the difficulties in planning sustainably for the medium and long term when government funding announcements are for one year only and notified very late. There are also a number of specific grants which underpin core policing activity both locally and regionally, including the new specific grant to support recruitment for Operation Uplift. The continued uncertainty regarding future funding is not helpful for both service delivery and financial planning. Prudent assumptions have been made for the MTFP, but future years will need to be revisited as information comes to light.
- 11. The delayed Comprehensive Spending Review is likely to recommence shortly and the local, regional and national implications will need to be carefully considered and the MTFP will need to be updated to reflect accordingly.
- 12. The Government are also likely to recommence their work on the review of the police funding formula. The previous iteration of this work suggested a significant impact for Dyfed-Powys with a loss of circa £8m grant funding. Given both the uncertainties and scale of these reductions, the MTFP does not reflect any assumptions at this stage. Both the Director of Finance and I will continue to contribute to this work and once more solid information is known will work with Chief Officers to develop viable delivery models.
- 13. Whilst the increase in core funding and the specific grant to support police officer recruitment through Operation Uplift have been welcomed, there are concerns that future costs will not be met in their entirety from government grant. There are also concerns that future service transformational choices may be unduly hindered by the dichotomy and conflict against government requirements and expectations in relation to Police Officer numbers. The nuancing of these complex issues are however being raised and discussed at a national level.
- 14. The adequacy of general reserves needs to be closely monitored to ensure that it is maintained at a sustainable level. The assumed profile of funding and cost of services within the MTFP sees a reduction of General Reserves falling from 3.77% of Net Revenue Expenditure

Appendix D – Section 25 Chief Finance Officers POLICE AND CRIME Report to the Commissioner



at the end of 2019/20 to 2.87% by the end of 2024/25. This reduction is due to the increases in the net revenue budget rather than the utilisation of reserves. These levels assume that there are no calls on general reserves to meet unforeseen financial burdens.

- 15. The previous decision to use reserves to underpin the annual revenue costs has undoubtedly caused sustainability strain over the medium term. When setting last year's MTFP it was anticipated that the use of reserves would be mitigated by the end of 2020/21, however given the scale of financial pressures faced this period has now been extended to 2021/22.
- 16. Through the work of the Finance Gold Group during 2018/19 and prudent in year financial management, two new specific reserves were established at year end. A Chief Constable Contingency Fund of £385k was created to assist in mitigating the financial impacts of annual peaks and troughs in critical and major incidents, with an additional contribution of £100k planned contribution within the 2019/20 budget. The Commissioner also created a Sustainability and Transformation Reserve of £494k to assist the development of innovative organisational initiatives.
- 17. There are also earmarked reserves which are held by the Commissioner to fund Community and road safety initiatives along with some ring-fenced reserves which are effectively held on behalf of third parties for the Go Safe partnership and for the Collaborative Arrangements.
- 18. As detailed in the reserves strategy the adequacy of both the General reserve and specific reserves will be kept under constant review.
- 19. The robust approach on risk management and prioritisation of investment has enabled critical infrastructure developments and ensure a sustainable police service. Dyfed-Powys have continued to maximise on collaborative opportunities at both a regional and national level but as well as enabling efficiencies there are also cost implications of doing so.
- 20. There has been considerable focus on the Capital Programme and Strategy by the Finance, Efficiencies and Futures Group during 2019/20 and this MTFP for the first time considers the investment requirements for a ten year period. However the financing of this programme is challenging given that Capital Grant has been reduced from £325k to £85k per year. This MTFP seeks to progressively increase the annual revenue contribution to capital to a sustainable level and keep the requirement of external borrowing to an affordable minimum, but this naturally causes an additional annual pressure within the revenue budget.
- 21. There are three major capital developments which will need to be effectively be funded by borrowing notably the Llanelli Custody facility, new station facility in Brecon and a required new training facility for the collaborative Joint Firearms Units. The servicing of this borrowing adds an additional annual pressure to the revenue budget. All of these projects are subject to formal governance and appropriate due diligence but due to a number of issues the costs of each have

Appendix D – Section 25 Chief Finance Officers POLICE AND CRIME COMMISSIONER Report to the Commissioner

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- increased since initially being recognised within the capital programme.
- 22. Despite the assumed increases in council tax precept, core grant and use of revenue reserves there are shortfalls over the term of the MTFP. There are a number of uncertainties and risks which are detailed within the MTFP and despite the additional funding to support Operation Uplift, it is clear that the financial environment will remain challenging for the foreseeable future.
- 23. This MTFP has fully considered and documented the array of known issues and assumptions which impact over the period of planning period and I am satisfied that the proposals for 2020/21 produce a balanced budget and that the current level of reserves are adequate. Dyfed Powys Police will however continue to face financial challenges and both the impact and implications of the CSR and the review of the Police Funding Formula will need very careful consideration to ensure financial resilience and sustainability whilst continuing to protect the communities of Dyfed-Powys.

Beverley Peatling

Chief Finance Officer to the Police and Crime Commissioner for Dyfed-Powys



Budget area	% of net costs	Risk level	Identified Risk	Mitigating factor
Police Officer Salary Costs	48.5%	High	Overtime incurred on major incidents/operations/investigations is not controlled and monitored and therefore exceeds the budget. Allowances paid for bonus payments, etc could exceed budget. The number of officers in post increases above the approved funded establishment. Assumptions have been made in relation to future pay awards but until finalised remain uncertain. The full costs of Operation Uplift will not be fully funded by Government Grant. Government expectations and conditions of grant to support Operation Uplift will contradict and hinder the force in its transformation and ability to meet future efficiency and savings requirements.	The Finance Gold Group established an Overtime sub group and has put in place additional controls in relation to all aspects of financial control and management of overtime. Additional authorisation processes for overtime were put in place in summer 2018 and financial reporting was strengthened to facilitate timely and accurate monitoring. Through prudent financial management, a Chief Constable Contingency Fund of £385k was established at the end of 2018/19 to ease the peaks and troughs of major and critical incidents. It is anticipated that this reserve will be supplemented by a further £100k by the end of 2019/20. Finance representation on gold groups and other operational investigation groups now occurs as a matter of course. This enables overtime and other costs to be closely monitored and reported to each meeting. The establishment is monitored continually as part of budgetary control process. A Budget Monitoring Procedure is in place with the budget being reported regularly to Chief Officer Group. HR has a recruitment plan for the year ahead based on the projected number of police officer retirements, leavers and transferees. The required intake of probationers are planned and allocated accordingly. In year financial performance is discussed regularly by the PCC and CC at Policing Board and within dedicated Finance Seminars. Financial matters are also covered at the Police Accountability Board, the



Budget area	% of net costs	Risk level	Identified Risk	Mitigating factor
				Joint Assets Board and Finance and by the Procurement Group. A Gold Group has been established to manage Operation Uplift and the impact and implications will be escalated through the revised governance structure. Local and national representations in relation to the wider and perhaps unintended consequences of Operation Uplift will continue to be made.
Police Staff Salary Costs (including PCSO's)	29.3%	High	The number of staff in post increases above the approved funded establishment. Projects requiring staff involvement out of normal working hours are accurately costed for additional costs such as overtime etc.	The establishment is monitored continually as part of budgetary control process. A Gateway process has been established to monitor and control the establishment on a strategic basis. A Budget Control Procedure is in place. Professional payroll and human resources staff will be engaged in establishing staff entitlement for additional hours.
				In year financial performance is discussed regularly by the PCC and CC at Policing Board and within dedicated Finance Seminars. Financial matters are also covered at the Police Accountability Board, the Joint Assets Board and Finance and by the Procurement Group.
Police Officer Pensions	13.6%	High	Given both the pensions directions and outcome of the legal challenge around Career Average Schemes there is a risk of yet further increased contributions. The financial remedies as a consequence of the Leigh Day case are still awaited and these could	Linked to police officer salary costs above. Ability to amend recruitment profiles during the year, albeit must recognise the conflict of requirements of Operation Uplift. Historically major changes which have significant financial implications have been funded through the Home Office and then factored into subsequent



Budget area	% of net costs	Risk level	Identified Risk	Mitigating factor
			have significant financial implications. Also, changes in the way certain elements such as injury payments are treated pose a risk.	actuarial reviews.
Indirect Staff Costs	1.2%	Medium	These might increase above budget. Uncertainty continues around the ongoing funding of the new police recruitment for the Police Education Qualification Framework (PEQF) which was adopted from March 2019. Insurance costs pressures are being monitored	Training budgets have been set to reflect operationally critical requirements. Budgets are monitored on a monthly basis and a Training Prioritisation Group considers training priorities before training is delivered. The PCC and CC continue to discuss and monitor training requirements at Policing Board. Discussions and representations are ongoing with the Home Office in relation to future funding to support PEQF.



Budget area	% of net costs	Risk level	Identified Risk	Mitigating factor
Premises Costs	3.8%	Medium	Despite a programme of work to address the condition of the estate, increased revenue costs may be required to ensure that the estate is maintained as a safe working environment for staff and officers. Fluctuations in electricity and gas costs may continue as a result of market conditions and more extreme weather conditions.	The capital programme is considered as part of Medium Term Financial Strategy and annual budget setting process and has been subject to specific review by the Finance, Efficiencies and Futures Board with an extended 10 year view for this MTFP. Review of energy utilisation to seek efficiencies and invest to save opportunities. Robust budget monitoring procedures are in place and adhered to. The Strategic Estates Group brings together key staff within the PCC's office and from the Force meet monthly to discuss estates matters including finances. Matters are then escalated to the Finance, Efficiencies and Futures Board which is chaired by the DCC. The establishment of the Sustainability Group will consider further efficiencies and oversee the Sustainability and Transformation Reserve which was created at the end of 2018/19.



Budget area	% of net costs	Risk level	Identified Risk	Mitigating factor
Transport Costs	1.8%	Medium	Although there are planned changes to the fleet size, the costs of fuel are prone to significant market fluctuation which could increase in running costs. The exit from the European Union may lead to increased fuel costs in the future and impact on the availability and costs of spare parts.	The capital programme is considered as part of Medium Term Financial Strategy and annual budget setting process and has been subject to specific review by the Finance, Efficiencies and Futures Board with an extended 10 year view for this MTFP. The Strategic Vehicle Group meets to discuss the vehicle fleet – group is chaired by the Director of Finance with matters being escalated to the Finance, Efficiencies and Futures Group. Fuel prices are monitored and their impact regularly assessed through the robust budget monitoring procedures that are in place. Telematics data is allowing the Force to monitor vehicle usage and optimise the size of the fleet. The capital programme includes provision for the continued adoption of electric vehicles which will reap efficiencies and savings. The potential impacts of the exit from the European Union are being monitored at a local, regional and national level.



Budget area	% of net costs	Risk level	Identified Risk	Mitigating factor		
Supplies and Services and Commissioning	10.8%	Medium	Non purchase orders could result in over spends against the budget. The exit from the European Union may lead to shortages in supply and increases in costs.	Purchase orders are processed with a built in budget check for high value items. The Procurement Department ensure that the procurement of goods and services are made in accordance with Financial Regulations and Procedures. Robust budget monitoring procedures are in place and adhered to. The establishment of the Police Commercial Organisation in 2020/21 should facilitate and reap some national, regional and local savings. PCC's commissioned services are authorised by the		
				Director of Commissioning and are overseen by the Commissioning Advisory Board.		
Agency & Contracted Services	9.2%	Medium	Additional and increasing costs arising from the collaboration arrangements – specifically the Regional Organised Crime Unit, Joint Firearms Unit and JFU training facility's.	Work is ongoing to strengthen the governance and financial management arrangements surrounding collaboration. Additional financial provision has been made fo 2020/21 and assurances over specific grant funding being sought.		
Capital Financing	1.1%	Medium	Borrowing costs could increase if there is a rise in interest rates	External advise from Treasury Management Consultants The Capital Strategy, Investment Strategy and Medium Term Financial Plan are aligned.		



Budget area	% of net costs	Risk level	Identified Risk	Mitigating factor
Specific Grant	-9.9%	High	Critical services which are supported by Grant cannot be sustained. Additional financial burdens incurred as a result of lost/ reduced grant funding. Grants should be utilised in accordance with the terms and conditions of grant. Grant providers may cease payments of grant with minimal notice.	A grant register records all grants due. Posts funded by grants should be recruited on a temporary basis for the duration of the grant. All terms of grant are authorised by the Chief Financial Officer. All establishment amendment forms are scrutinised by the Establishment Control Group with changes authorised by the Director of Finance and Head of Human Resources and. Comprehensive exit plans continue to be developed for each specific activity supported by external grant. PCC Commissioned services supported by specific grant are authorised by the PCC, Director of Commissioning after consultation with the Chief Finance Officer.
Other Income	-8.6%	Medium	Income targets are under achieved as a result of lower than forecasted activity levels.	The Income Generation Group considers opportunities for the maximisation of income generation with budget holders being actively encouraged to develop opportunities. Income will be reviewed and monitored as part of financial management and budgetary control arrangements.
Use of Reserves	-0.8%	High	Reserves are underpinning the revenue budget which causes sustainability difficulties in future years. Unexpected demand led pressures on budgets cannot be met without an adverse impact.	Annual review and consideration of reserves Strategy which outlines the approach and arrangements MTFP reduces level of reserves which are underpinning the revenue budget over next 2 years. Creation of operational reserve to mitigate peaks in critical and major incidents.



Budget area	% of net costs	Risk level	Identified Risk	Mitigating factor				
				The Medium Term Financial Plan Group continues to review medium term requirements, reserves and funding with matters being escalated to the Finance, Efficiency and Futures Group as appropriate.				
				Regular monitoring of the financial position occurs through the forces' Chief Officer Group (COG) and Policing Board.				
Capital	N/A	High	The size, high cost and complexity of capital projects increases the risk of exceeding budgets, time overruns and not achieving the objectives of the original business case.	The capital programme is approved and monitored by the PCC and discussed at monthly Joint Assets Board meetings. Capital investment is also discussed at dedicated Finance Seminars led by the PCC. Chief Officers receive regular reports and monitor progress with capital projects at COG. Governance arrangements are in place covering all major projects for the Force.				







RESERVES STRATEGY

RESERVES, BALANCES AND PROVISIONS

1 Introduction

- 1.1. The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 which require local authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating their budget requirement.
- 1.2. The Financial Management Code of Practice states that the Police and Crime Commissioner (Commissioner) should establish a strategy on reserves (including how they might be used by the Chief Constable) and provisions in consultation with the Chief Constable. This should have due regard to the need to ensure the on-going funding of policing activities and the requirement to meet exceptional or extraordinary policing operations.
- 1.3. Reserves are an essential part of financial management. They help the Commissioner and Chief Constable cope with unpredictable financial pressures and plan for future spending commitments.
- 1.4. All reserves will be held by the Commissioner and managed to balance funding and spending priorities and to manage risks. This forms an integral part of the medium-term financial planning process.

2. Definitions

- 2.1. Reserves and balances are different from provisions from an accounting perspective. In the case of useable reserves (as opposed to unusable reserves) and provisions, both amounts represented on the balance sheet should be matched by physical cash balances, unless internal borrowing has taken place.
- 2.2. **Usable Reserves** are balances which are generally held for three specific purposes and are categorised as general reserves or earmarked reserves:
 - A working balance to help smooth the impact of uneven cash flows – general reserves;
 - A contingency to deal with unexpected events general reserves;
 - A means of building up funds to meet known or predicted requirements earmarked reserves.
- 2.3. **Earmarked Reserves** these are balances that are being held by the for a specific initiatives and purposes.

January 2020 Appendix F -Reserves Strategy



- 2.4. **Ring-fenced Reserves -** these are balances that are being held by the Commissioner on behalf of third parties and cannot therefore be utilised without specific direction.
- 2.5. Unusable Reserves - do not have equivalent cash balances and are held for accounting purposes.
- 2.6. **Provisions** – are required for any liabilities of uncertain timing or amount that have been incurred.

3. **Governance Arrangements**

- Minimum governance requirements in respect of reserves and 3.1. balances are:
 - The Commissioner has a soundly based strategy on the level and nature of reserves and balances it needs which will be considered by the Joint Audit Committee;
 - The required levels of reserves and balances should be reflected in the annual budget and Medium Term Financial Plan (MTFP);
 - The Commissioner monitors and maintains the level of reserves and balances within the range determined by its agreed policy, advised by the CFO who will ensure that there are clear protocols for their establishment and use;
 - The Commissioner retains adequate reserves so that unexpected demand led pressures on budgets can be met without adverse impact on the achievement of the key priorities;
 - The Commissioner's strategy for reserves and balances is based on a thorough understanding of needs and risks, and is properly and clearly reported at the time the budget and precept are set. The level of balances is kept under review and managed to ensure that financial standing is sound and supports the Commissioner in the achievement of their long term objectives;
 - Where target levels for reserves and balances are exceeded, the opportunity costs of maintaining these levels has been established, compared to the benefit accrued.
- 3.2. Locally agreed Financial Regulations and the Scheme of Consent should:
 - Contain full details of how the Reserves and Balances strategy will operate locally;
 - Ensure that the annual budget includes a realistic amount of operational contingency that is available to the Chief Constable for operational priorities without the need for additional approval; and
 - Make provision, where appropriate, for budgets to be carried forward from one financial year to the next.



Statutory Responsibilities

- 3.3. The "CIPFA Statement on the Role of the Chief Finance Officer of the Police and Crime Commissioner and the Chief Finance Officer of the Chief Constable" sets out the five principles that define the core activities and behaviours that belong to the role of the CFO and the organisational arrangements needed to support them.
- 3.4. For each principle the Statement sets out the governance arrangements required within an organisation to ensure that CFOs are able to operate effectively and perform their core duties.
- 3.5. Governance arrangements required in respect of reserves and balances and which are the responsibility of the CFO are:
 - Ensuring that advice is provided on the levels of reserves and balances in line with good practice guidance;
 - To report at the time the budget is considered and the precept set, on the robustness of the budget estimates and the adequacy of financial reserves, as required by s25 of the Local Government Act 2003, and in line with CIPFA guidance.
- 3.6. Both should be undertaken in consultation with the Director of Finance (CFO Chief Constable).
- 3.7. There are also a range of safeguards in place that militate against the Commissioner over-committing financially. These include:
 - The balanced budget requirement;
 - Chief finance officers' Local Government Finance Act 1988
 Section 114 powers which requires the chief finance officer to
 report if there is or is likely to be unlawful expenditure or an
 unbalanced budget; and
 - The external auditor's responsibility to review and report on financial standing includes a review of the level of reserves taking into account their knowledge of the organisation's performance over a period of time. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual organisations.

5. Home Office Guidance on Police Reserves

- 5.1 On 31st March 2018 the Minister for Policing and the Fire Service published new guidance on the information that each PCC must publish in terms of police reserves.
- 5.2 One of the key requirements is that the information on each reserve should make clear how much of the funding falls into each of the following three categories:
 - Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan

Appendix F -Reserves Strategy



- Funding for specific projects and programmes beyond the current planning period
- As a general contingency to meet other expenditure needs held in accordance with sound principles of good financial management.
- 5.3 The Minister also outlined that future grant funding levels would take into account the transparent publication of this information across the service.

6. Assessing the Appropriate Level of Reserves

- 6.1 The Commissioner is responsible for ensuring that the level of reserves is appropriate for local circumstances, and is accountable to taxpayers for the decisions made. The CFO (PCC) has a duty to provide the Commissioner with the advice they need to make good decisions.
- 6.2 Reserves are maintained as a matter of prudence. They enable the organisation to provide for cash flow fluctuations and unexpected costly events and thereby help protect it from overspending the annual budget, should such events occur. Reserves for specific purposes may also be maintained where it is likely that a spending requirement will occur in the future.
- 6.3 The public's acceptance of the precept is partly reliant on the understanding that the precept is spent on policing and that only a reasonable and prudent amount of any over-funding is being stored away as a general reserve. Conversely, when unforeseen expenditure arises, it is likely that the public would expect that the organisation would have sufficient resources to cover the expense without recourse to overspend.
- 6.4 In order to assess the adequacy of reserves, the CFO (PCC) should include an up-to-date assessment of the strategic, operational and financial risks facing the organisations.
- 6.5 Setting the level of reserves is one of several related decisions that must be taken when preparing the MTFP and the budget for a particular financial year.
- Assessing the required level of reserves should involve carrying out an analysis of the Balance Sheet on an annual basis and projecting forward the key items of the Balance Sheet. This projection incorporates forecasting levels of reserves and balances over a three year time horizon to cover the MTFP and capital programme.
- 6.7 In assessing the level of reserves due consideration is also taken of the Government support arrangements:

Appendix F -Reserves Strategy



- Welsh Government Emergency Financial Assistance Scheme to help Forces faced with financial burden as a result of providing relief and carrying out immediate work in response to large scale emergencies. The scheme is subject to a threshold which is set at 0.2% of the revenue budget.
- Home Office Special Grant to meet additional costs that would be incurred from policing unexpected and exceptional events within their areas. If approved forces are expected to meet the additional costs of the event up to 1% of the revenue budget
- 6.8 An effective reserves and balances strategy should consider the organisations approach to treasury management, capital expenditure plans and the need for external borrowing, against the use of balances and reserves.
- 6.9 CIPFA guidance suggests that in addition to cash flow requirements, the following factors should be considered:

Budget Assumptions	Financial Standing and Management
The treatment of inflation and interest rates	The overall financial standing of the organisations (level of borrowing, debt outstanding, council tax collection rates etc.)
Estimates of the level and timing of capital receipts	The organisations track record in budget and financial management including the robustness of the medium term plans.
The treatment of demand led pressures	The organisations capacity to manage in-year budget pressures
The treatment of planned efficiency savings/ productivity gains	The strength of the financial information and reporting arrangements
The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments	The organisation's virement and end of year procedures in relation to budget under/over spends at organisational and departmental level
The availability of other funds to deal with major contingencies and the adequacy of provisions	The adequacy of the organisation's insurance arrangements to cover major unforeseen risks.

6.10 The Commissioner must have due regard to the need to ensure the on-going funding of policing activities (including the requirement to meet exceptional or extraordinary operations). The annual budget should include a realistic amount of operational contingency to be available to the Chief Constable to meet operational priorities without the need for additional approval.

Appendix F - Reserves Strategy



- 6.11 The Chief Constable will ensure that the annual revenue budget is sufficient to finance foreseeable operational needs by presenting a business case as part of the MTFP and annual budget setting process to the CFO (PCC) and Commissioner for one-off expenditure items to be funded from earmarked reserves.
- 6.12 The business case should include consideration of the level of reserves required for major incident investigations and other operational requirements, the amount of reserves required and timescales for their use.
- 6.13 Approval of business cases for the use of reserves will be subject to the authorisation limits set out in Financial Regulations, to assist with day to day operational decision making.

7. General Reserves

- 7.1 CIPFA's "Guidance Note on Local Authority Reserves and Balances" states that a General Reserve is required to act as " a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing this forms part of general reserves". A General Reserve is also required to act as "a contingency to cushion the impact of unexpected events or emergencies this also forms part of general reserves."
- 7.2 Whilst CIPFA does not stipulate a minimum or optimal level of general reserve, its general guidance is to establish a reserve representing "resources set aside for purposes such as general contingencies and cash flow management."
- 7.3 Setting the level of earmarked and general reserves is just one of several related decisions in the formulation of the MTFP and the budget for a particular year. Account should be taken of the key financial assumptions underpinning the budget alongside a consideration of the organisations financial management arrangements.

8. Earmarked Reserves including Ring-fenced Reserves

- 8.1 The current accounting Code requires the purpose, usage and basis of transactions of earmarked reserves to be clearly identified. A review of the purpose and level of reserves will be carried out annually during the budget setting process and details of the use of reserves included in the relevant note to the Statement of Accounts.
- 8.2 Earmarked reserves are categorised as either "usable" reserves or "unusable" reserves. Usable reserves can be applied to fund expenditure, unusable reserves are not resources backed and therefore do not have equivalent cash balances.

Appendix F - Reserves Strategy



- 8.3 It is the Commissioner's policy to use reserves to fund non-recurring purchases to reduce the impact on the council tax precept. This includes using capital reserves to reduce the Capital Financing Requirement (CFR), if appropriate, which in turn will reduce the Minimum Revenue Provision charged to the revenue account annually.
- 8.4 The target level of earmarked reserves will therefore fluctuate annually but will always be justifiable and monitored to ensure levels of earmarked reserves are not too high or too low. Should the Commissioner deem that the level of usable reserves that he holds is above and beyond the levels reasonably required and specifically earmarked for future projects, the Commissioner may return reserves to the public. This is to be achieved by first utilising reserves to fund one off investments.
- 8.5 The reason useable reserves are held will be classified in line with the new Home Office classifications as outlined above.
- 8.6 Unusable reserves currently held include:
 - Revaluation Reserve The Revaluation Reserve contains the gains arising from increases in the value of Property, Plant and Equipment and Intangible Assets. The balance is reduced when assets with accumulated gains are revalued downwards or impaired, consumed through depreciation, or disposed of and the gains are realised;
 - Capital Adjustment Account The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions;
 - Accumulated Absences Account The Accumulated Absences
 Account absorbs the differences that would otherwise arise on
 the General Fund Balance from accruing for compensated
 absences earned but not taken in the year, e.g. annual leave
 entitlement carried forward at 31 March. Statutory
 arrangements require that the impact on the General Fund
 Balance is neutralised by transfers to or from the Account;
 - **Pensions Reserve** The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions.

9 Reporting Framework

- 9.1 The Commissioner has a fiduciary duty to local taxpayers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.
- 9.2 The level and utilisation of reserves will be informed by the advice and judgement of the CFO (PCC). To enable the Commissioner to reach their decision, the CFO (PCC) will report the factors that influenced their judgement and ensure that the advice given is recorded formally

Appendix F -Reserves Strategy



within the Medium Term Financial Plan. This report will include as a minimum a statement:

- detailing the level of general reserve and any movements on the fund;
- on the adequacy of the earmarked reserves, relative to spending and an estimate of provisions in respect of the forthcoming financial year and the MTFP;
- how reserves have changed over time;
- on the annual review of earmarked reserves including estimates of the year end balances. The statement will list the various reserves, their purpose, when they will be utilised and appropriate level; and
- An assessment of the risk of major incidents (operational and non-operational) occurring which is reflected in the budget and MTFP.
- 9.3 This report will be provided annually based on estimates to the Commissioner prior to approval of the council tax precept with the reserves position also being considered annually as part of the Commissioners approval of the Statement of Accounts.
- 9.4 As outlined above the Home Office issued specific guidance on Police Finance Reserves in January 2018 which seeks enhanced transparency across the service to demonstrate clear utilisation plans. The reporting framework detailed above addresses these requirements.

10 The "Opportunity Cost" of Holding Reserves

- 10.1 The external auditor encourages a statement within the Reserve Policy on the opportunity cost of holding reserves. "Opportunity Cost" is an economic theory term, which means if you spend something on one thing you cannot spend it on something else.
- 10.2 Applied to reserves, this means that if reserves are held which are too high, then an organisation is foregoing the opportunity to lower the Council Tax. This theory does not however lend itself well in practice where levels of council tax increase can be capped.
- 10.3 During the budget setting process the Commissioner considers using reserves for one off investments. This is considered a more sustainable use of 'excess' reserves and reduces the impact on the council tax precept. As reserves reduce the opportunity to do this reduces.
- 10.4 It is essential that the Commissioner's decisions on reserves are communicated clearly to local taxpayers to promote accountability.

11 Provisions

Appendix F -Reserves Strategy



- 11.1 Provisions are required for any liabilities of uncertain timing or amount that have been incurred. Provisions are required to be recognised when:
 - the local authority has a present obligation (legal or constructive) as a result of a past event;
 - it is probable that a transfer of economic benefits will be required to settle the obligation; and
 - a reliable estimate can be made of the amount of the obligation.
- 11.2 A transfer of economic benefits or other event is regarded as probable if the event is more likely than not to occur. If these conditions are not met, no provision should be recognised.
- 11.3 The requirement for provisions will regularly assessed.

Appendix G- Reserves 2019/20 -2024/25

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Revenue & Capital Reserves	Narrative Comment		Actual 31st March 2019	Estimated Reserves at 31st March 2020	Estimated Reserves at 31st March 2021	Estimated Balance at 31st March 2022	Estimated Reserves at 31st March 2023	Estimated Reserves at 31st March 2024	Estimated Reserves at 31st March 2025
		see below	£000k	£000k	£000k	£000k	£000k	£000k	£000k
General Reserves	The requirements of operational policing vary significantly from year to year. This General Reserve ensures that funds are available to respond to and mitigating the in year financial impacts of major incidents or unknown events. The PCC considers a number of factors in determining the level of reserves namely: Overall financial position and adequacy of financial control; Risk exposure and risk assessment; and Public opinion. This reserve which equates to 3.8% of the 19/20 revenue budget may also assist in mitigating any detrimental impact as a result of the Comprehensive Spending Review and changes to the police funding formula. Further information can be found within the published Reserves Strategy.	С	4,032	4,032	4,032	4,032	4,032	4,032	4,032
General Reserve as % of net revenue budget				3.77%	3.36%	3.23%	3.11%	2.99%	2.87%
Go Safe' Road Safety Partnership Reserve	This earmarked reserve is held on behalf of the all Wales 'Go Safe' Road Safety Partnership and will be utilised in line with their business requirements which may be beyond the life of the current planning period.	В	1,721	1,901	1,721	1,541	1,361	1,190	1,190
Regional Collaboration Reserve	This reserve represents the fair share of funds held for collaborative police services which include the Regional Organised Crime Unit and Regional Task Force. These funds will be utilised in line with business requirements to support operational delivery and subject to decisions by the Wales Collaboration Board may go beyond the life of the current planning period.	В	388	388	388	388	388	388	388
Total Ring-fenced Revenue Reserves			2,109	2,289	2,109	1,929	1,749	1,578	1,578
					-	-	-		
Earmarked Revenue Reserve	This reserve is being held to support the revenue budget over the next 3 years to mitigate future funding gaps and detrimental impact on service delivery as a direct result of the previous PCC's decision to reduce the council tax precept for 2015/16 by 5% and to utilise reserves to underpin the revenue budget.	A	1,336	723	224	-	-	-	-
Driver Retraining Scheme	This reserves is being held specifically to support activities in relation to road safety initiatives. Further opportunities will be explored to ensure that these reserves are utilised to optimal effect for the communities of Dyfed-Powys.	В	1,294	460	335	310	310	310	310
	This reserve comes from funds which have been allocated to Dyfed-Powys as a result of confiscation orders arising from proceeds of crime. These reserves are then utilised to support operational activities which assist in bringing criminals to justice e.g. financial investigators.	A	218	210	151	92	33	33	33
Chief Constable Operational Fund	This is a new reserve being established to assist in mitigating against the consequential costs of notable peaks in operational activity.	A	386	485	485	485	485	485	485
Sustainability & Transformation Fund	This is a new reserve being established to assist in funding invest to save, sustainability and transformational initiatives.	A	494	494	324	154	-	-	-
Drug Intervention	This reserve will be utilised to support drug testing.	Α	135	95	55	15	15	15	15
Total Earmarked Revenue Reserves			3,863	2,467	1,574	1,056	843	843	843

Appendix G- Reserves 2019/20 -2024/25

Revenue & Capital Reserves	Narrative Comment	Home Office Classification see below	Actual 31st March 2019 £000k	Estimated Reserves at 31st March 2020 £000k	Estimated Reserves at 31st March 2021 £000k	Estimated Balance at 31st March 2022 £000k		Estimated Reserves at 31st March 2024 £000k	Estimated Reserves at 31st March 2024 £000k
Capital Grants	These capital grants are held to specifically support IT projects within the capital programme	Α	425	183	-	-	-	-	-
Capital Reserve	This reserve will be utilised to support the significant capital investment in Estates, Information Technology and Fleet including a new custody and station facility within Carmarthenshire, providing a solution to ageing police facility in Brecon and will support a range of both national and local technological developments.	A	5,786	4,203	41	9	9	9	9
Total Capital Reserves			6,211	4,386	41	9	9	9	9
Total Reserves			16,215	13,174	7,756	7,026	6,633	6,462	6,462
			10,210	10/17	.,,,,,	7,520	0,000	0, 102	0, .02
Home Office Police Finance R	Classifications								
Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan	A								
Funding for specific projects and programmes beyond the current planning period	В								
A general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management	С								
Classifications as outlined in the Home Office guidance on Police Finance Reserves which was issued on the 31st January 2018									
How reserves support the priorities of the Police & Crime Plan		General Reserve	Capital Reserve						
Keeping our communities safe			/ reserve						
Sateguarding the vulnerable			✓						
Protecting our communities from serious threat			✓						
Connecting with communities			✓						





Capital Strategy

1 Introduction

- 1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code 2017 requires local authorities to produce a capital strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.
- 1.2 This Capital Strategy sets out the principles that underpin the production of the Police and Crime Commissioner's (Commissioner) forward capital programme. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of the governance arrangements for approval and monitoring of capital expenditure, outlines how associated risk is managed and considers the implications for future financial sustainability.
- 1.3 The priorities for policing in the local area are detailed in the Police and Crime Plan (PCP). This document is compiled by the Commissioner in consultation with the Chief Constable. The priorities take account of the views of local people and partners as well as the Commissioner's priorities as the elected representative. The Commissioner published his PCP on 31st March 2017. His priorities are:
 - Priority One: Keeping our communities safe;
 - Priority Two: Safeguarding the vulnerable;
 - Priority Three: Protecting our communities from serious harm;
 - Priority Four: Connecting with communities.
- 1.4 The Commissioner and Chief Constable also take account of Strategic Policing Requirements issued by the Home Secretary. The Chief Constable is responsible for supporting the Commissioner in the delivery of the priorities set out in the PCP and has developed a Police & Crime Delivery Plan to support the PCP. His operational delivery, performance monitoring frameworks and financing decisions focus on these priorities. Five key delivery principles will support the PCP:
 - Delivering value for money
 - Public engagement
 - Working together
 - Supporting victims
 - Strong leadership
- 1.5 The Capital Strategy is a tool to support planning and corporate working across the two Corporations Sole helping to ensure that assets are used and managed well. The Capital Strategy shows how we prioritise, monitor, deliver and evaluate our capital programme using the basic principles of the project methodology.

1.6 Dyfed-Powys is geographically the largest police area in England and Wales covering over half the landmass of Wales. It is particularly affected by the challenges associated with policing a largely rural area which includes two significant Ports, the major installations at Milford Haven and a vibrant tourist industry. Capital Assets, whether Police Stations, Police Houses, Radio Masts, Vehicles or Information Technology and other operational equipment play a vital role in the delivery of policing services across the area and in terms of delivering Police and Crime Plan priorities.

2 Key Partnerships

2.1 In delivering each element of the strategy, the Commissioner plans to take due account of the continuing collaboration agenda and will take every opportunity to engage with neighbouring Forces and other constituent Authorities in developing strategies to counter common problems. This Capital Strategy takes account of the continuing need to invest in these key priority areas working with partners in the future.

3. Financial Sustainability

- 3.1 For many years Dyfed-Powys has benefitted from significant levels of capital reserves which have been supplemented by the sale of operational buildings or police houses.
- 3.2 These reserves have historically underpinned capital investment but over the next two years the position moves away from the use of reserves into a position of funding through either direct revenue financing or borrowing. This therefore adds pressures to the revenue budget and consequentially to the council tax precept. It must also be noted that is also in a continued period of revenue pressures, increased demand and funding uncertainty.
- 3.3 The strategic approach is therefore to invest in core infrastructure now that will not only offer overall service improvements to the public, but also maximise revenue savings into the future through more efficient and mobile use of police personnel, enabled by improved Information and Communication Technology systems and other core infrastructure for example, connected vehicle fleet and building assets.
- 3.4 Capital investment will also be influenced by and take account of national visions for policing, the strategic policing requirement and both regional and local priorities.

4 **Capital Programme**

- 4.1 Assets are vital to the delivery of efficient services and should be well managed and maintained. Strategies for Estates Management, ICT and Vehicle replacements underpin the Capital Strategy in providing the details for the longevity and the optimum replacement cycles for these items.
- 4.2 The Capital Programme and financing which covers the revised position for 2019/20 through to 2024/25 is summarised below:

Table 1- Capital Programme 2019/20 - 2024/25

Table 1- Capital Frogramme 2013/20 - 2024/23											
Capital Programme	19/20	20/21	21/22	22/23	23/24	24/25	Total				
	£000k	£000k	£000k	£000k	£000k	£000k	£000k				
Land and Buildings	1,365	10,774	17,500	5,100	1100	600	36,439				
Vehicles	1,035	1,085	1,050	1,050	1,050	1,170	6,440				
IT and Other Strategic Spending	3,576	4,364	4,070	6,423	2,734	5,423	26,590				
Capital Expenditure	5,976	16,223	22,620	12,573	4,884	7,193	69,469				
Grant Funding	-85	-85	-85	-85	-85	-85	-510				
Borrowing	-1,365	-10,773	-20,499	-10,338	-2,149	-3,958	-49,082				
Driver Retraining Contribution	-243										
Capital Grants	-242	-183					-425				
Contribution from Revenue Account	-500	-850	-1,600	-2,100	-2,600	-3,100	-10,750				
Capital Receipts	-1,787		-250	-50	-50	-50	-2,187				
Sustainability Reserve	-170	-170	-154				-494				
Capital Reserve	-1,584	-4,162	-32				-5,778				
Capital Financing	-5,976	-16,223	-22,620	-12,573	-4,884	-7,193	-69,469				

- 4.3 Much work has been undertaken during 2019/20 by the Medium Term Financial Planning group and Finance, Efficiencies and Futures Board to consider financial and investment requirements over a longer time frame. Albeit that it contains a number of assumptions and uncertainties this Capital Strategy includes a capital programme, shown at Appendix I, which has been extended to cover a 10 year period. This programme will be revisited as clarity arises and annually, as part of the formal budget and precept setting.
- 4.4 The capital investments seeks to contribute to cashable efficiencies in the future delivery of policing in the Dyfed-Powys area in the following ways:
 - A reduction in revenue expenditure through a programme of potential buildings refurbishments and rationalisation as outlined in the estates strategy;
 - Ensuring that planned building maintenance is prioritised on the basis of risk and statutory compliance;
 - Centralisation of custody in Carmarthenshire;

- New partnership facilities in Brecon;
- New collaborative firearms Range to support the training needs and requirements of the Joint Firearms Unit;
- Delivery against the Digital Policing Strategy and Roadmap which entails investing in the National Enabling Programme, Mobile data, Emergency Services Network, record management system, digital policing and continued investment in IT systems, Body Worn Video, and ANPR technology to maintain productivity and performance levels;
- Embracing new ways of agile working which will reap and realise organisational efficiencies but require some upfront investment for both estates and IT;
- Ensuring that opportunities for service collaboration and sharing of buildings and other assets continue to be explored.

4.5 **Estates**

- 4.5.1 The Commissioner has an Estates Strategy which provides clear guidance and direction around the future strategic and operational Estates requirements for the Dyfed-Powys Force, and provides clarity for budget allocation and future investment requirements.
- 4.5.2 The aim of this strategy is "to provide a cost effective and operationally relevant estate that supports and compliments the services we provide to the community"
- 4.5.3 Critical to this is the provision for improving custody facilities in Carmarthenshire which is now expected to cost in the region of £14.7m. The project is seeking to deliver an 18 cell complex with ancillary office accommodation and Police station facilities on the outskirts of Llanelli. The project is currently at design Royal Institute of British Architects (RIBA) stage 3 which in principal denotes preparing and issuing the proposed design for planning Ecological, geotechnical and ground surveys have already been undertaken and planning approvals are now being sought. Subject to planning approvals and contract, the project timescales are envisaged to be 18 to 20 months with public consultation planned for spring 2020 and construction commencing in autumn 2020.
- 4.5.4 Significant refurbishment works and investment has now taken place to address a considerable programme of condition survey works across the estate within all four counties, some residual works will be completed during 2020/21. The condition survey has also informed the Estates Strategy in determining which properties to retain and where future moves and accommodation changes need to be planned
- 4.5.5 Due to the deteriorating condition of the existing facility in Brecon, provision of £6.2m has been included for a potential collaborative opportunity, albeit depending on which scenario is finally approved there may be some proceeds of sale arising from the sale of surplus land on the existing site. Funding was received during 2018 to assist in developing a business case on behalf of partners and this work continues, albeit it has proved difficult to obtain a firm commitment from partners. A final

- business case will be presented to Policing Board and at this stage it is anticipated that construction will commence in 2020/21.
- 4.5.6 In addition to this, there will be a rolling programme for planned maintenance programme which is informed by the Condition Survey. Condition surveys have been carried out across the whole estate determining the level of investment required at each location by each sub fabric element Custody upgrades are carried out in a phased approach based on risk and corrective actions as identified during HMIC audits. Prioritisation of works is reviewed based on risk factors aligned to condition of fabric and to the occupant, legislative requirements and business continuity considerations which inform the decision making process and timescales.
- 4.5.7 The requirement for a firearms training facility to support the southern Welsh Forces collaborative Joint Firearms Unit was identified during 2018/19. The existing range has been deemed not fit for purpose and a new facility is required to meet the very extensive training needs and legal requirements for firearms officers. Considerable discussion has taken place between Commissioners and Forces with full business case being produced consider a range of options and potential locations for a new facility. Extensive due diligence has been undertaken and negotiations on land options are currently underway. At this stage total costs of c£30m have been identified with £8.1m being Dyfed-Powys' share of costs profiled over the next two financial years.
- 4.5.8 The capital budget supplements a centralised revenue budget for planned and cyclical major buildings works which are programmed based on risk and future strategies for each building. Revenue resources are also held and managed locally for smaller scale repairs, upkeep, and maintenance initiatives/programmes. Investment has been prioritised within the capital programme to achieve efficiencies and reap reductions in revenue expenditure within the estate.
- 4.5.9 The Director of Estates has worked closely with the force to develop the business case for agile working which seeks to transform and embed efficient ways of working. This approach will have longer term implications for both the estate and for IT and will require some upfront investment to facilitate longer term efficiencies.
- 4.5.10A newly formed Sustainability Group was established during 2019 with this groups terms of reference seeking to explore and maximise sustainability opportunities. The forward capital programme therefore includes provision for a number of initiatives which as well as considering environmental and sustainable considerations will also seek to achieve efficiencies. The new Facilities Management Contract commenced in spring of 2019 and will continue to reap dividends mitigating pressures arising from increasing utilities costs in the revenue budget.

4.6 **Fleet**

4.6.1 In relation to Fleet, telematics devices were fitted into the Forces' vehicles during the course of 2017/18. This has provided the Force with the fleet

utilisation and driver behaviour data which has been analysed to inform the optimal operational fleet size and deployment profile along with informing operational driver training requirements. Revenue efficiencies have already been realised as a consequential result of the installations with future efficiency targets forming part of the MTFP. An initial replacement programme has been developed and the cost implications are included in the forward capital plan.

- 4.6.2 Strategic Fleet Management Group meets quarterly to provide overall governance and operational assurance which in turn reports into a Finance, Efficiencies and Futures Board. Vehicle requirements are considered in detail at the vehicle user group which is attended by operational and support representatives. The strategic approach to fleet management are also informed by regional and national working groups.
- 4.6.3 The Force continues to utilise the National Framework agreement to procure operational vehicles. The current replacement programme is on target to fully spend the budget for the 2019/20 financial year. The Force continues to actively pursue collaboration opportunities and is fully engaged with the National Police Chief's Council work in relation to fleet efficiency and sustainability and is currently in the process of tendering for 18 electric Vehicles over the next 2 years. There is work on-going nationally to produce a requirements specification which will seek to maximise efficiencies of scale for the procurement of electric vehicles once the current contract expires.

4.7 **Information Technology**

- 4.7.1 The Force has a current ICT Strategy which covers the period from 2018 up until 2024, and sets out the Force's ambitious digital transformation aims and the essential ICT infrastructure upgrades necessary to deliver a robust, resilient and performant platform with increased capacity to support the Force's needs over the coming years.
- 4.7.2 The forward capital strategy takes account of a number of local strategic IT projects and also a number of re-procurement projects involving technologies and IT solutions that have reached the end of contract or end of life of essential equipment. The key IT capital projects which are planned for the 2020/21 period are:
 - The procurement exercise for an integrated Records Management System (RMS) has been concluded in 2019, which represents a significant investment in ICT and will result in substantial business change across operational policing whilst also affecting most areas of business. Implementation of the RMS will begin in 2020, working in partnership with the hosting forces with a target date for go-live in the autumn of 2021.

- Procurement of a new RMS solution will now result in the need to reintegrate / re-design the current mobile solution to work with the new RMS provider.
- Work has been carried out as part of the Commissioner's reinvestment in CCTV provision across the Force with phases 1 to 3 complete. The rollout is nearing completion with the remaining towns in phase 4 are planned to conclude by the summer of 2020.
- The procurement of Body Worn Video has been completed at the end of 2019 with the implementation of the new technology scheduled for the first half of 2020 ensuring smooth transition for operational officers and continuity of service.
- Due to further delays in the delivery of ESN (Emergency Services Network) it is critical that the Force replace all old end of life Airwave handsets to enable continuity of service to frontline officers. The procurement of devices concluded in December 2019 with delivery of devices schedule for 2020 where by a rolling program of replacements will begin.
- A review of Control Room technology within the Welsh forces is to be concluded in spring 2020 to provide options for the convergence of forces command and control system(s) technology to aid with collaboration and in readiness for the ESN programme. The work may result in a joint procurement for some or all systems within the control room environment.
- The contract for the Telematics solution ends in late 2020/21 with a replacement solution needing to be procured in during 2020 to allow time to transition should the current in car technology not be supported. The current solution has delivered significant savings in relation to fuel, servicing and tyres, whilst allowing the fleet to be managed ensuring the force has the optimum number of vehicles.
- The Agile project will identify roles requiring the ability to work remotely which will require an investment in ICT equipment to facilitate this initiative. The capital program includes a provision to increase the number of laptops replacing desktop computers, and from April 2020 ICT will be required to deliver the replacement devices on an on-going basis.
- The Force has also expanded its capacity in relation to fixed and mobile Automatic Number Plate Recognition (ANPR) with a focus on more rural parts of the Force area. Significant investment has also been made in relation to Cyber and Digital Crime capabilities in relation to ICT infrastructure and will be developed further in 2020 through joint working between ICT and the Digital Crime Unit.
- 4.7.3 The forward capital strategy takes account of national programmes of work that are being taken forward by the National Police Chief's Council and the

Home Office. There are some 17 schemes being taken forward nationally including the following:

- National Law Enforcement Database programme which will replace the Police National Computer (PNC) and Database (PND), with a modern 21st century solution for policing, built on a set of open source products and delivering a rich set of services that will enable greater interoperability between local systems and the new LEDS solution.
- Digital Policing Portfolio are delivering three separate strands:-
 - Digital Public Contact which is seeking to standardise the design, user experience of police Force websites and provide a consistent set of web enabled on-line transactional processes across policing.
 - Digital First which is seeking to facilitate video enabled justice, virtual remand hearings and digital case files nationally. Digital Evidence Transfer Service (DETS) is no longer in scope and has been cancelled as a project.
 - Digital Investigations and Intelligence a programme looking to enable digital crime prevention and detection, to provide a toolkit for Forces to assess their digital capabilities against a national standard applied to roles within the Force.
- A National ANPR Service (NAS).
- The National Enabling Programme are delivering three separate strands:-
 - A set of enabling technologies by introducing the Microsoft Office 365 productivity tools, delivered via the Microsoft Cloud based on a nationally assured solution blueprint design and template.
 - o IAM Identity and Access Management.
 - NMC National Monitoring Centre providing national level security operations capability to respond to cyber threats.
- Emergency Services Mobile Communications Programme to replace the existing Airwave radio system.
- Home Office Biometrics.
- 4.6.4 Due to key infrastructure projects having been delivered in the previous financial year the Force has capacity to capitalise on the benefits of nationally enabled programmes and activities as well explore some more innovative technology options such as artificial intelligence, facial recognition and augmented reality technology, robotic process automation (RPA) etc. during the latter part of the developing plan. The force's IT Strategy Group has agreed that the force look in more depth at RPA to understand and evaluate its potential to deliver savings for the force, with the intent to run a Proof of Concept during 2020 /21.

5 Capital Requirements and Resources

- 5.1 There has been a significant reduction in core capital funding allocated by the Home office over recent years. In 2020/21 a total capital grant of £85k will be available for the Commissioner to utilise to supplement the capital programme. In addition, central funding will be available to part fund the Emergency Services Network, although it is anticipated that £9.4m of the future costs of this programme will need to be funded over the next ten years.
- 5.2 As part of his integrated service and financial planning arrangements, the Commissioner estimates the level of capital resources available for subsequent years in order to draw up a forward capital programme.
- 5.3 The Commissioner and Chief Constable have prioritised investment in the capital programme towards strategic priorities, unavoidable spending and towards areas that reduce future revenue expenditure and a revised capital programme for 2019/20 to 2024/25 totalling £69.469m.
- 5.4 In order to meet future capital investment requirements and mitigate the reductions in capital grant funding, the medium term financial plan and capital programme include increasing revenue contributions to capital from 2020/21 and also external borrowing requirements to support the Carmarthenshire Custody development, Brecon policing facility, the new Joint Firearms Unit training facility and other elements of critical investment.
- 5.5 The profiled level of capital investment and external resources are used to assess the need for both short and long term borrowing. The strategy also feeds into the considerations that the Commissioner makes annually in setting prudent sustainable and affordable borrowing levels and indicators.
- 5.6 Local Authorities, including the Police, can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported by the Government so DPP needs to ensure it can fund the repayment costs. The authority's Minimum Revenue Provision (MRP) Policy sets out a prudent approach to the amount set aside for the repayment of debt. These are set out separately under the Treasury Management Strategy which is considered and approved by the Joint Audit Committee.
- 5.7 In addition to their own capital programme, the Commissioner and Chief Constable work with partners and the Home Office to secure additional capital and revenue resources to further partnership and transformational objectives. These are dealt with through complementary processes. The resources levered in are not included in the capital programme unless they form part of a direct Dyfed-Powys Police led project. Innovation and transformation fund bids will also be considered to bolster further capital projects in future years.

Governance Arrangements

6.1 **Identifying and Prioritising Capital Projects**

- 6.1.1 As outlined the capital programme has been prioritised by Commissioner and Chief Constable who appraise requirements against strategic priorities. The processes recognise the varying scale and complexity of capital projects and incorporate a proportionate approach to capital project appraisal, monitoring and evaluation.
- 6.1.2 The Commissioner manages his capital strategy operationally through the Policing Board, which oversees the major change projects for both capital and revenue. In addition, the Finance, Efficiency and Futures Board Board will support delivery and monitor specific programme risks. Detailed implementation work is assigned to key individuals and overseen by the Strategic Estates, Strategic ICT and Strategic Vehicle User Groups or at specific Project Boards which are established to oversee and govern major capital schemes.
- 6.1.3 Major projects are managed in accordance with project management best practice in terms compliance with PRINCE 2 project methodology. Links have been established between benefits management on key projects, efficiency planning and costing information.
- 6.1.4 The Capital project proposals are considered and prioritised with reference to a business case and are considered against the following factors:
 - Strategic importance how the bid supports the Commissioner's priorities and wider national and regional priorities;
 - The outcomes that will be achieved and the specific benefits and impacts:
 - Sustainability whether costs are realistic and the level of future revenue implications;
 - What options have been considered;
 - What other funding sources may be available;
 - The degree to which the proposals support partnership working.
- 6.1.5 Prioritisation is then made, based on four categories, which are listed below in order of priority:
 - Unavoidable (statutory, contractual or tortuous liability);
 - Corporate Priority (relating directly to the Corporate Aims and priorities for improvement);
 - Service Priority (meeting stated service priorities);
 - Other (payback, invest to save, leverage of external funding etc).
- 6.1.6 Lower priority projects which cannot be delivered within available resources can only be considered and undertaken if additional resources or an under-spend on the approved capital programme is identified during the year.
- 6.2 Implementing and Monitoring Capital Projects

- 6.2.1 Progress against capital schemes is reported as part of financial reporting to Finance, Efficiencies and Futures Board, Policing Board, Force Executive Board and quarterly to Police Accountability Board.
- 6.2.2 Following approval of the capital programme, a project manager and a user representative is identified for each capital project. The project manager is responsible for managing the project implementation and delivering its objectives. For all projects within the capital programme an officer is identified as project sponsor.
- 6.2.3 The user representative is responsible for representing users and customers and for defining the quality requirements. Both roles reflect the underlying principles of the PRINCE 2 project management methodology. The project manager produces a project plan for approval. Progress against the project plan is reported to the Programme Management Board and Project Sponsor.

6.3 Evaluating Completed Capital Projects

- 6.3.1 Once projects have been completed the project manager completes a post implementation review for the major capital projects. This includes identifying at what stage the post project review will be carried out. The post project report is reviewed by the Finance, Efficiency and Futures Board and escalated to the Policing Board if required.
- 6.3.2 To evaluate the actual success and outcomes of capital projects a post project review is also carried out. The depth of this review is proportionate to the scale of the project and the benefits set out in the initial Project Initiation Documentation.
- 6.3.3 This review is in effect a check of performance against the original proposal. It focuses on the outcomes achieved, the extent to which the benefits claimed are being realised, the actual costs, both revenue and capital, and the impact of other funding and partnership working. Dyfed-Powys can then use this information to learn lessons and make any improvements identified during project implementation.
- 6.3.4 The ongoing success of projects is monitored through a number of mechanisms such as officer feedback, public consultation and customer feedback.

7 The Disposal of Assets

7.1 The Commissioner and Chief Constable recognise the need to dispose of surplus or unsuitable assets to help achieve its corporate aims and deliver its capital programme and the detailed process for disposal of assets is included in the Corporate Governance Framework. A number of properties have already been disposed of and plans to market further properties will be done in conjunction with delivering the Estates Strategy.

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8 Revenue Implications of Capital Investment

8.1 Particular attention has been paid to on-going revenue costs stemming from capital projects within the appraisal process. All potential capital bids identify ongoing revenue costs and consider how these can be met. Once approved, revenue costs stemming from capital schemes including any prudential borrowing requirements are built into the medium term financial plan.

9 Conclusion

9.1 This Capital Strategy considers all aspect of capital management, sets out the methods for assessing capital projects and assets and outlines the revised capital programme for the period 2019/20 to 2024/25 with wider outlook 2029/30. The strategy should be read in conjunction with the detailed Estates and ICT Strategies, annual Vehicle Replacement Plan and Treasury Management Strategy which covers the requirements of CIPFAs Prudential Code.

Capital Programme	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	Total
	£000k	£000k	£000k	£000k	£000k	£000k	£000k	£000k	£000k	£000k	£000k	£000k
Land and Buildings	1,365	10,774	17,500	5,100	1100	600	1,050	850	750	850	1050	40,989
Vehicles	1035	1085	1,050	1,050	1,050	1,170	1,050	1,050	1,050	1,050	1,050	11,690
IT and Other Strategic Spending	3,576	4,364	4,070	6,423	2,734	5,423	3,609	4,389	4,219	4,439	3,784	47,030
Capital Expenditure	5,976	16,223	22,620	12,573	4,884	7,193	5,709	6,289	6,019	6,339	5,884	99,709
Grant Funding	-85	-85	-85	-85	-85	-85	-85	-85	-85	-85	-85	-935
Borrowing	-1,365	-10,774	-20,499	-10,338	-2,149	-3,958	-1,974	-2,054	-1,284	-1,104	-649	-56,147
Driver Retraining Contribution	-243											-243
Capital Grants	-242	-183										-425
Contribution from Revenue Account	-500	-850	-1,600	-2,100	-2,600	-3,100	-3,600	-4,100	-4,600	-5,100	-5,100	-33,250
Capital Receipts	-1,787		-250	-50	-50	-50	-50	-50	-50	-50	-50	-2,437
Sustainability Reserve	-170	-170	-154									-494
Capital Reserve	-1,584	-4,162	-32									-5,778
Capital Financing	-5,976	-16,224	-22,620	-12,573	-4,884	-7,193	-5,709	-6,289	-6,019	-6,339	-5,884	-99,709

DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

CRIME PREVENTION

Recommendations / key decisions required:

To receive a report from the Police and Crime Commissioner regarding the delivery of the Police and Crime Plan in respect of crime prevention.

Reasons:

The Members of the Panel have identified this issue as one of the key themes that they wish to scrutinise during the year.

Report Author: Designation: Tel No.

Cllr Rob Summons Panel Champion 01267 224018

Robert Edgecombe Lead officer E Mail Address:

rjedgeco@carmarthenshire.gov.uk

EXECUTIVE SUMMARY DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

CRIME PREVENTION

Cllr Rob Summons has agreed to act as the lead panel member on this issue and the Panel has determined that its objective in relation to this theme is;

"To satisfy itself that the implementation of the Police and Crime Plan in relation to this theme is effective and contributing to the delivery of the overall priorities set out in the Police and Crime Plan".

The Panel has therefore requested that the Commissioner present a report addressing the following points;

- 1. What does the Police and Crime Plan say about the theme and how does it relate to the priorities in the plan?
- 2. How is the plan implemented in relation to the theme (A) through operational policing (B) through commissioned services and (C) through collaborative working?
- 3. How does the Commissioner monitor the effectiveness of that implementation?
- 4. What has the monitoring told the Commissioner about the effectiveness of that implementation, in particular whether it is or is not meeting his expectations and contributing to the delivery of the priorities in his plan?
- 5. Where the monitoring has identified that the implementation is not meeting the Commissioner's expectations, what he is doing to address the situation.

DETAILED REPORT ATTACHED?	YES
DETAILED REFORM ATTAONED.	



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Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority File	LS-0511/57	County Hall Carmarthen









Report from the Police and Crime Commissioner for Dyfed-Powys To the Dyfed-Powys Police and Crime Panel

Crime Prevention

January 2020

Introduction

Within the 2017-21 Police and Crime Plan (the Plan), the Police and Crime Commissioner (PCC) set out his four priorities:

- 1) Keeping our communities safe;
- 2) Safeguarding the vulnerable;
- 3) Protecting our communities from serious threats; and
- 4) Connecting with communities.

Our focus for this report is crime prevention; referred to in the Plan specifically under priorities 1) and 2).

"Crime prevention is the primary purpose of the police service. Preventing crime is the responsibility of all police officers and police staff in a force."

It is evident from the Plan that the PCC is committed to crime prevention, and the purpose of this report is to demonstrate progress made by Dyfed-Powys Police (DPP) and the PCC to date against the Plan in relation to crime prevention.

1) Keeping our communities safe

Under this priority, the Commissioner notes that preventative approaches to reducing and deterring crime and anti-social behaviour are preferable to dealing with their harmful effects.

The Commissioner, together with the police and partners, has committed to:

- Commission and promote a range of crime prevention projects;
- Reinvest in an appropriate CCTV structure;
- Promote collaborative problem-solving approaches;
- Deliver offender management programmes to break the cycle of reoffending;
- Develop and engage with 'Community Watch' schemes to help reduce crime;
- Provide information to the public on how to prevent themselves becoming a victim; and
- Work with schools, colleges and youth organisations to prevent offending behaviour.

-

¹ HMIC 2014, Core business, 'An inspection into crime prevention, police attendance and the use of police time', page 22: https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/core-business.pdf

2) Safeguarding the vulnerable

Within this priority, the Commissioner sets out his intention to work with partner organisations to safeguard children and young people, families and vulnerable adults by focusing on prevention and early intervention.

The Commissioner commits to working with key stakeholders to:

- Increase the awareness of fraud and cyber-crime amongst the younger and older communities, including how to protect themselves from becoming a victim;
- Understand the nature and scale of domestic abuse within different communities, including a focus on safeguarding older people from domestic abuse;
- Explore prevention programmes for perpetrators of domestic abuse;
- Explore options for multi-agency initiatives to prevent and protect young people from exploitation and abuse, with a focus on early intervention initiatives to limit the damage caused by adverse childhood experiences;
- Improve the response to those at risk of child exploitation through the identification and targeting of perpetrators;
- Focus on targeted prevention programmes that reduce the risk of young people offending; and
- Make funds available to support youth diversionary programmes.

National Picture

In September 2014, the HMIC reported on their inspection on how effective forces are at carrying out the principal functions of the police. Their report 'Core Business: an inspection into crime prevention, police attendance and the use of police time' examined all 43 police forces and looked at three principal aspects of day-to-day policing; the first being the prevention of crime. At the time of reporting, HMIC found that "the police service does not have a nationally-agreed crime prevention strategy. Neither do forces have standard definitions or operating procedures setting out how preventive policing should be carried out."²

In March 2016, the Home Office published its Policy Paper, 'Modern Crime Prevention Strategy'. "The modern crime prevention strategy builds on new research, techniques and technology to update the way we think about crime prevention."

Dyfed-Powys Police Picture

Dyfed Powys Police has and continues to invest heavily in crime prevention. The Force continues to embed preventative policing as a core function to maximise opportunities to prevent crime, decrease harm and reduce demand through problem solving.

Dyfed Powys Police currently has 15 Crime Prevention Officers across the Force and 2 Designing Out Crime Officers (DOCO); One DOCO covering Powys and Carmarthenshire and the other covering Pembrokeshire and Ceredigion.

In January 2019 Police Crime Prevention Initatives trained 15 Dyfed Powys Officers identifying Dyfed Powys as only the second nationally to have officers and staff trained in the level 4 accredited crime prevention programme.

Dyfed Powys Police has only 1 of 7 DOCO's nationally who is accredited to level 5. The DOCOs assist greatly with advice and guidance to the Licensing Officers and the Force for CCTV, applications for social housing and regeneration projects to name but a few. Their role is to look at root causes of problems and design out crime from large housing estates to individual projects.

As part of keeping our communities safe and safeguarding the vulnerable, Crime Prevention Officers will attend low and medium risk domestic violence incidents as requested by Domestic Abuse Officers. Multi Agency Risk Assessment Conference (MARAC) cases for high risk will be directed for attendance by the Designing Out Crime Officer.

As part of their attendance with domestic victims for lower risk cases, Crime Prevention Officers are able to provide the reassurance with the loan of a vulnerability kit which has been purchased as part of a joint bid between the OPCC with the Mid and West Fire Service from Welsh Government. A crime prevention home survey is completed which can advise victims of the vulnerable areas within their property.

The DOCO's currently attend with the higher risk victims and are able to complete target hardening surveys in line with the Sanctuary Scheme requirements. The Sanctuary Scheme is designed to ensure that where required a safe room is identified in the respective property and target hardening advice is provided accordingly. This is an excellent scheme which addresses risk and vulnerability and ensures that communities are protected from serious threats of violence.

During 2019 Dyfed Powys Police arranged a rural crime vehicle property marking day in Carmarthenshire. This allowed the rural community to engage with crime

prevention officers and connect with others in their community. In addition to their vehicles being marked they were also able to have a visual environment audit on their property to provide them with the necessary crime prevention advice.

Dyfed Powys Police also recognised during 2019 that nationally there has been an increase in bicycle thefts which has impacted on demand locally. As a result they have become involved with the National Bike Register which is endorsed by Secured By Design and have attended high profile events amongst the more locally organised in order to promote bike security, including the Iron Man in Tenby and the OVO Energy Tour and Women's Tour that travelled throughout Wales and beyond. Staff were at the events to provide the necessary bike markings and recording of bikes on the National Bike Register.

To support the commitment to crime prevention, the Force have developed a database, which has been built to ensure that problem solving plans are recorded. As part of the plans, staff are encouraged to refer to the 25 techniques of crime prevention. There are approximately forty currently live problem solving plans from across the Force that are in progress and are looking to address the root cause of their identified issues. The problem areas range from anti-social behaviour, shoplifting, and custody demand to violent crime.

Dedicated 'problem solving' Single Point of Contacts (SPOC) have been trained within Force and throughout 2019 have met when required to provide a 'fresh pair of eyes' to ongoing plans, to ensure their progression. Approximately 600 staff have received problem solving training however this training is yet to reach all staff and departments.

Problem Solving Group meetings have been established and are held divisionally and chaired by the Partnership Inspector to discuss current concerns regarding identified risks for anti-social behaviour and low level vulnerability.

Future of Crime Prevention

Further investment in this area will always have a positive impact on demand and assist with changing the' fire brigade policing culture' within Force.

Further investment would allow the Force to do more with regards to proactively identifying demand and engaging with the community regarding crime prevention advice. It will allow attendance at events to ensure that the crime prevention advice is received and acted upon where required.

It will assist with ensuring that the Force is able to proactively collaborate with partner agencies for crime prevention and demand reduction to problem solving more effectively. Investment will allow the safeguarding of the most vulnerable with partner agencies as part of the Sanctuary Scheme to allow all victims of domestic violence, whether they reside in a privately owned residence or a local authority residence, to receive the same level of target hardening and safeguarding of their property.

Further investment will allow for the delivery of problem solving training and mandatory continual professional development for all ranks and police staff ensuring that the message is delivered from the top. This will help to ensure that there is a continual sharing of information between agencies and referrals from partner agencies to discuss their demand on a multi-agency level.

Work of the Police and Crime Commissioner for Dyfed-Powys

Oversight and independent assurance

One way in which the Commissioner maintains oversight of the Force's approach to crime prevention is via attendance at numerous Governance Groups where the Force's response to crime prevention is considered. There is no one specific meeting that discusses crime prevention as a sole topic yet various meetings cover elements, such as the Neighbourhood Policing Governance Board and the Strategic Vulnerability Group. Data is provided through these meetings and areas of crime prevention activity are discussed and evaluated.

By attending the Neighbourhood Policing Governance Board for example, Officers within the OPCC are privy to discussions on current and future prevention and problem solving plans and the Neighbourhood Policing Team structure. This information is brought back to the PCC so that he remains abreast of all updates and discussions.

Similarly, by attending the Force's Hate Crime Working Group, the PCC is kept up to date with the Force's plans around preventing hate crime; for example we are informed of their campaigns for Hate Crime Awareness Week and as a result, work in partnership with them to raise awareness of hate and mate crime within our communities.

Awareness and partnership working

The Well-being of Future Generations (Wales) Act 2015 provides opportunity to ensure that service providers focus on long-term, sustainable outcomes for current and future generations. The statutory Public Service Boards (PSBs) have a crucial role to play in maintaining the health, independence and well-being of all people across Wales. As a statutory invitee to each of the four PSBs in the Dyfed-Powys area, the Commissioner is committed to working with partners as they embed the findings of their wellbeing plans and objectives for future service design and delivery. An important element across all the Public Service Boards

has been direct alignment with Community Safety Partnerships, something both Welsh Government and the Welsh Local Government Association have also supported. This has led to an agreement between policing in Wales (the four Commissioners and the four Chief Constables) and the Welsh Local Government Association (WLGA) to fund a Community Safety Co-ordinator role to support local partnership working across Wales. This will allow the area of Crime Prevention to be really embedded into partnership strategies and a key focus area in the future.

A good example which demonstrates effective crime prevention partnership working is that of the partnership between the OPCC, Dyfed-Powys Police and Mid & West Wales Fire Service (MAWWFS). A funding opportunity arose from Welsh Government under the VAWDASV (Violence against women, domestic abuse and sexual violence) Capital Grant. Discussions were initiated from the OPCC with partners to develop a project associated with victims of VAWDASV and how we could work more effectively together to deliver crime prevention advice and support, direct to victims identified by the Force. A project was developed to provide vulnerability kits to victims of VAWDASV, with Officers attending the victim's homes to assess the property and provide target hardening initiatives – leading to an increased feeling of safety for that victim within their own home. The project is delivered jointly in partnership with the OPCC, MAWWFS and Dyfed-Powys Police.

Engagement Activity

The Commissioner undertakes numerous community visits and engagement activity that centres on crime prevention.

CCTV Engagement

The PCC made a commitment to invest in the provision of a new CCTV infrastructure across Dyfed-Powys, to which he has delivered on by investing $\pounds 1.3$ m, enabling the Force to undertake the project. The CCTV project is a huge contributor to crime prevention and a key deterrent. The PCC scrutinises the delivery of the CCTV project through receiving regular updates from the CCTV project manager; consideration being given to the draft performance framework which details the key performance indicators and statistics that are collated and published, in line with the Surveillance Camera Commissioner's Code of Practice.

To support the implementation of the new CCTV infrastructure, the Commissioner has invited a number of community representatives to attend Police Headquarters to provide them with an insight in to how the new CCTV infrastructure works. The Force was invited to provide an input, which covered how the CCTV can and has been used in crime prevention and successful prosecutions: Through the CCTV operators proactively monitoring cameras and reactively responding to 999 and 101 calls.

The deterrent effect brought by visible CCTV cameras within our towns was also discussed amongst attendees; although there is no evidence to support this. The Commissioner asked attendees to share their knowledge with their contacts within their communities: If awareness is raised, those who may potentially commit crimes will become aware of the CCTV cameras too, and may think twice before they commit a criminal act. Additionally, the PCC and members of his team attended each town as the CCTV cameras were being installed: Armed with information on the capability of the cameras, and a message of crime prevention, they visited local businesses to engage local people.

The CCTV project has also gained national and international recognition. In November 2019, the PCC accepted an award on behalf of all involved in the project: Global MSC Security presented the PCC with its 'Gordon McLanaghan Security Innovation Award' which recognises those who have gone above and beyond to achieve a technical security solution. Read the full press release here: https://www.globalmsc.net/dyfed-powys-police-wins-global-msc-security-gordon-mclanaghan-award/.

In terms of international recognition, together with the Chief Constable, the PCC was very proud to have welcomed a group of colleagues from the Icelandic Police to Headquarters on 27th November 2019, who were provided with information on the implementation of the system, how they're making communities as safe and secure as possible, and the positive impact the infrastructure is having on policing throughout the force. Read the full press release here: https://www.globalmsc.net/dyfed-powys-police-wins-global-msc-security-gordon-mclanaghan-award/.

The Knife Angel

Together with the local County Councillor, the Commissioner was instrumental in securing the Knife Angel's first visit to Wales was within the Dyfed-Powys area; Newtown during January 2020. The Knife Angel team at the Ironworks, along with artist Alfie Bradley discussed the idea of creating an Angel sculpture made completely out of knives, to grab attention and bring the issue of knife crime to the front of society's consciousness. For further information on the Knife Angel, visit https://www.britishironworkcentre.co.uk/show-areas/the-knife-angel-official. The Home Office was contacted, requesting permission to collect knives from police forces. This was in the hope that this co-operation would bring about the introduction of new knife amnesties with the Ironworks offering to supply each force with knife bins completely free of charge. Permission was granted and the campaign took off. The Knife Angel is also there to highlight the education and prevention initiatives taking place in schools and youth organisations across the area right now.

Local Engagement Events

The Commissioner remains fully committed to engage his local communities and organisations on the topic of crime prevention through his attendance at various engagement events and meetings.

In April 2019, the PCC attended the 'Rural Crime Prevention Event' in Whitland where he engaged with partners and members of the public on the main topic for the event; crime prevention. The PCC also took the opportunity to spread the message of crime prevention and rural crime issues further by being interviewed from the event by Aled Rhys Jones from Radio Cymru.

In October 2019, the PCC attended the launch of a new cold calling initiative at a local farm in Carmarthenshire. The Rural Crime Team had linked in with Trading Standards to ensure that farms be included under 'cold calling' legislation: If anyone is seen coming to farm property uninvited, where the 'No Cold Calling Area' sign is displayed, they can be reported to the police and action could be taken against them. The hope is that the signs, and this knowledge, will stop criminals attending farms to acquire information on farm equipment present etc., and therefore prevent the theft of said equipment. By attending the launch and being involved in press and social media, the PCC was instrumental in spreading this message on crime prevention.

During the PCC's Community Engagement Days, where he spends the day at one location in the Force area, he will often meet with local organisations and community groups who have received funding from his office whose projects often centre on crime prevention and early intervention. For example, the PCC has visited Area 43, who offer a fully professional and confidential counselling service to young people between the ages of 16 and 25. They also deliver a schools-based counselling service to all secondary school aged young people and year 6 primary pupils across Ceredigion and Carmarthenshire. The Commissioner met with staff and service users to explore working with the Commissioner's Youth Forum and how best to reach disadvantaged young people.

Commissioned services and Grant Funding

To align with the priorities set within the Police and Crime Plan, the Commissioner has invested funding towards a variety of community projects across Dyfed-Powys. Over 2019/2020, the Commissioner invested £127,554 of funding towards the development of community projects, working with a variety of community groups and charities to deliver projects that support the priorities within the Police and Crime Plan, with a key focus on prevention. Examples of the Commissioners investment are as follows:

Milford Haven Port Authority - £5,029

Milford Haven Port Authority developed a project that aims to tackle antisocial behaviour, improve public/community safety, challenge negative perceptions and provide young people aged 11-18 with engaging activities in a safe environment.

Young Farmers Club - £9,000

The YFC developed a project that aimed to raise awareness of the serious threat facing communities and how young people can work together to protect themselves and their friends from illegal drugs.

Carmarthenshire Water Safety Partnership - £5,000

Delivering water safety leaflet resources for every secondary school in Carmarthenshire before the 2019 summer holidays. In partnership with available Neighbourhood Policing Teams and also to deliver a bespoke Water Safety Vehicle to utilise for promotional activity, awareness raising at events, open days and at schools.

Dr Mz - £10,000

Dr Mz offers a safe place for young people to meet and interact with qualified staff and volunteers to provide support and information on any issues they may face. The project offers activities that engage with young people from the town and surrounding rural areas. These activities help young people become more self-sufficient and build their confidence and self-esteem. We aim to give them an alternative to negative pursuits that occur through boredom and lack of belonging and lead to improved crime prevention advice and support for young people.

• Age Cymru Sir Gar £4,970

The project is aimed at older people aged 50+ to support the dissemination of information about online and local crime prevention among this potentially vulnerable group. Activities include:

- 1. One-to-one peer support (using volunteers) for complete beginners to learn how to use the internet and remain safe against online scams and cyber-crime whilst doing so.
- One-to-one peer support (using volunteers) for those wanting to expand their use of the internet and remain safe against online scams and cybercrime whilst doing so.
- 3. Support to register with the Dyfed-Powys Police community messaging (DPCM) service which informs people of crimes that have happened in their areas, giving them guidance on how to avoid becoming a victim of the same crime.
- 4. Talks to older people's groups, about internet safety/cyber-crime and other online scams, how and where to report them.
- 5. Distribution of Age UK's staying safe online booklet and any other relevant literature promoting online safety.
- 6. Recruit new IT volunteers in Pembrokeshire & Carmarthenshire.

7. Work with Dyfed-Powys police to identify key geographical areas of high levels of crime and target older people in these areas for the abovementioned support.

Glanymor & Tyisha investment - £50,000

The Commissioner recently announced that he was investing £50,000 into the wards of Glanymor and Tyisha in Llanelli. Both wards are highly listed on the Wales Index of Multiple Deprivation as 2 of the most deprived wards in Dyfed-Powys. The Commissioner met with several local County and Town Councillors to discuss the investment and from this discussion, several project ideas were put forward for suggestion and agreed, including the following –

- Crimestoppers 'Be fearless' £13,150 The project aims to deliver awareness raising and advice / support to young people within the wards, focussing on the reporting of crime and prevention measures.
- Swansea City Football Club Community Trust Seaside Kicks £5000 The project aims to provide diversionary activities for young people and engage with hard to reach young people.
- Barod project / DDAS £17,250 The project will look to provide an outreach drugs support worker across the wards, to provide drug and alcohol support and advice on an outreach basis, leading the prevention of future substance misuse and providing members of the community with an accessible service.
- YMCA Swansea £9,000 The project will set up a new youth club based in Seaside and aim to engage with young people, providing them with a safe space and deterring any future ASB across the wards. The project will equip the young people with access to training opportunities and advice / support around crime prevention.
- Carmarthenshire County Council Volunteer Training and Youth engagement -£5,600 – The project will look to train several volunteers from the community equipping them with the skills to sustain the provision of a community diversionary activity, it will also be aiming to provide an outdoor activity for young people to learn new skills in the area of horticulture and the provision of a youth engagement event for the young people of the ward to demonstrate their skills that they have learnt to the community.

Community Safety Partnership Funding - £100,000

The Commissioner has earmarked a funding contribution of £100,000 for investment towards each of the 4 Community Safety Partnerships (CSP), with an allocation of £25,000 each. Each CSP is in the process of developing substantial project ideas which aligns to their local priorities and also the Police and Crime Plan, with projects such as funding target hardening equipment for rural crime in Powys. This will entail the purchase of specific target hardening equipment which will be delegated out to victims of rural crime along with other members

of the community to reduce their risk of becoming a victim of crime such as theft. Also, a funding contribution is being made to Pembrokeshire County Council's Safeguarding team to purchase trueCall units, which will be used to assist older victims of fraud and protect them from any future crimes.

Home Office Early Intervention Fund – Serious Violence Project £289,000

The Commissioner was part of the development of an All Wales project, looking at delivering a multifaceted approach to understanding and tackling the root causes of serious violence through early intervention and prevention. The project is being delivered over 15 months and the OPCC and Dyfed-Powys Police are working with key delivery partners Streetgames, St Giles Trust and Crime stoppers to ensure that the project is implemented and successful.

Police Transformation Funding - Early Action Together Project £668,000

Adverse Childhood Experiences (ACEs) include a range of traumatic and stressful events that children can be exposed to while growing up. These include: childhood abuse (physical, sexual or emotional); family breakdown; exposure to domestic violence; or living in a household affected by substance misuse, mental illness or where someone is incarcerated. The OPCC, along with Dyfed-Powys Police, were part of an all-Wales collaborative bid to the Home Office Police Transformation Fund in 2018/19. The bid was for a project to address the lack of early intervention and preventative activity when ACEs are evident and families are at risk of poor outcomes (for example, involvement in crime). The project was awarded £7m over 3 years from the Home Office.

Youth Offending Teams investment in each of the 4 Counties £180,000

Investment was made to provide structured interventions for young people (aged 8 to 18 years) to reduce their risk of becoming involved in criminal and/or antisocial behaviour. The project will target young people identified as being 'at risk' because of exposure to recognised criminogenic factors including exposure to ACEs, disengagement from ETE (Education, Training, Employment); at risk of NEET (Not in Education, Employment or Training), involvement in substance misuse, displaying inappropriate sexualised behaviours and exposure to peers and adults displaying antisocial and/or criminal behaviours. The level of support offered will vary according to individual need and can involve both 1:1 and group work sessions within the community and/or school setting. Those at the higher level of risk will be offered tailored interventions to address their complex level of need using holistic approaches such as Trauma Recovery Model, AIM Assessment and Intervention, building on Youth Offending Services multi-agency approach. We would seek to develop a tool, based on ACE's, to provide a

consistent approach to assessing risk and need in prevention services across the region.

Conclusion

The Commissioner is making positive progress under each strand of his commitment to prevent crime, highlighting a few:

- Commission and promote a range of crime prevention projects;
- Reinvest in an appropriate CCTV structure;
- · Promote collaborative problem-solving approaches;
- Deliver offender management programmes to break the cycle of reoffending;
- Provide information to the public on how to prevent themselves becoming a victim;
- Work with schools, colleges and youth organisations to prevent offending behaviour.
- Increase the awareness of fraud and cyber-crime amongst the younger and older communities, including how to protect themselves from becoming a victim;
- Explore options for multi-agency initiatives to prevent and protect young people from exploitation and abuse, with a focus on early intervention initiatives to limit the damage caused by adverse childhood experiences;
- Focus on targeted prevention programmes that reduce the risk of young people offending;
- Make funds available to support youth diversionary programmes.

The Commissioner's significant range of engagement activities and partnership working ensures he has regular opportunities to become involved in the development of crime prevention initiatives, either by leading the way or by investing with key delivery partners to assist in supporting the Police and Crime Plan priorities. This activity across the communities of Dyfed-Powys is fed back into the Force to assist with the development of further crime prevention activity and to ensure alignment of future developments.

The Commissioner's financial contributions to charities based within the Dyfed-Powys Force area aids to enhance the network of services for communities which reduces the risk of crime, improve crime prevention and reduce the fear of crime. The Commissioner continues to work locally with partners such as MAWWFS, the health service and nationally with other Police and Crime Commissioners, Assembly Members and Welsh Government and play an active role in crime prevention lobbying.

This work will progress further during 2020/21 as the Commissioner assumes the role of All Wales Policing Group Chair and through the Policing Partnership Board for Wales.

DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

DECISIONS TAKEN BY THE COMMISSIONER

Recommendations / key decisions required:

To consider the decisions made by the Commissioner and make suc	h
report or recommendations as the Panel thinks fit.	

Reasons:

The Panel has a statutory duty to do this

Report Author: Designation: Tel No.

Robert Edgecombe Legal Services Manager 01267 224018

E Mail Address:

rjedgeco@carmarthenshire.gov.uk

EXECUTIVE SUMMARY DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

DECISIONS TAKEN BY THE COMMISSIONER

Section 28(6) of the Police Reform and Social Responsibility Act 2011 requires

the Panel to review or scrutinise decisions made and actions taken by the Police and Crime Commissioner in connection with the discharge of his functions and make reports and recommendations to the Commissioner in relation to the discharge of those functions.			
Any such reports or recommendations must be published by the Panel.			
DETAILED REPORT ATTACHED? YES			

DETAILED REPORT ATTACHED?	YES



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Decisions made by the Commissioner (including those made at Policing Board) 19th of October 2019 to 27th of January 2020*

(*also includes some earlier decisions omitted from previous reports)

Title & Summary	Date
The PCC approved a decision for Dyfed-Powys Police to take part in the Independent Custody Observers Pilot.	May 12 2019
The PCC approved a decision for Dyfed-Powys Police to take part in the Independent Custody Observers Pilot which will allow Independent Custody Visitors to review custody records of those who have been identified as vulnerable in order to get a better insight into the totality of care extended to vulnerable Detained Persons.	
The PCC approved a decision to grant the supply of fuel cards contract to All Star Business Solutions for a period of 2 years.	June 13 2019
The contract provided an option of up to 3 annual extension periods. The total budget spent across the Force's cost centres for fuel was £831,000 in 2018/19.	
The PCC approved a decision for the OPCC to employ a student intern for a period of 10 weeks at a cost of £1,575 in collaboration with the Open University in Wales.	Aug 16 2019
The PCC approved a decision for the OPCC to employ a student intern for a period of 10 weeks at a cost of £1,575 in collaboration with the Open University in Wales and that they be recruited using the OPCC's usual recruitment procedure.	
The PCC in consultation with the CC agreed for the contract for services to support de-briefing and mediation for missing young people to be awarded to Llamau.	Oct 18 2019
The re-commissioned contract was for a period of 2 years with an option of up to 3 annual extension periodsat a total cost of £80,000 per annum.	
The PCC approved a decision for the OPCC to employ and additional Open University in Wales student intern for a period of 10 weeks, at a total cost of £3,150 for both students.	Nov 20 2019
The PCC has previously approved a decision that the OPCC would employ a student intern for a period of 10 weeks, at a cost of £1,575, in collaboration with the Open University in Wales.	

Due to staffing issues relating to long term sickness within the OPCC's engagement team, the recruitment panel were asked to consider identifying two successful candidates, one to be based with the assurance team and another with the engagement team.

The PCC in consultation with the CC agreed to support the Association of Convenience Stores' PCC Pledge to promote effective police and partnership response to shop thefts.

Dec 17 2019

The pledge asks PCCs to commit to take shop theft and abuse of staff seriously by confronting reoffending, working to standards on what a good response to shop theft looks like and always responding promptly to shop theft where violence is involved or where a suspect is detained.

The PCC approved a decision to award a contract to BMW for a period of 2 years for the provision of 18 electric cars for Dyfed-Powys Police and 3 for Gwent Police over a period of 2 years.

Dec 17 2019

The PCC approved a decision to award a contract to provide Dyfed-Powys Police with 18 electric cars to be used as neighbourhood vehicles and pool cars to BMW for a period of 2 years with no extension periods. The value of the contract over the 2 year period is £383,832 without the Government Grant of £3,500 per vehicle deducted.

The PCC approved a decision to purchase replacement Airwave devices for officers and staff to ensure product resilience prior to the transition to the Emergency Services Network (ESN).

Dec 17 2019

The PCC approved a decision to purchase replacement Airwave devices for officers and staff to ensure product resilience prior to the transition to the Emergency Services Network. Dyfed-Powys Police have a requirement to replaces its Airwave devices and accessories in line with the extension of transition to the ESN programme. The Police ICT Airwave Terminals Framework will be utilised to fulfil this requirement. The total cost would be £636,113.

The PCC approved a decision to extend the existing enotebook contract for a one year term to Airwave Solutions Ltd.

Dec 17 2019

The PCC approved a decision to extend the existing contract for a one year term to Airwave Solutions Ltd for the provision of 'Pronto' e-Notebook Software under the Home Office framework agreement.

Dyfed-Powys Police has invested in a Mobile Data Programme since 2008. A strand of this work stream has been for e-notebook software introduced in 2014. The initial contract was for a four year period which was extended for a further two years to the end of June 2020. The framework ends in December 2020 and therefore a further extension period is permissible, with the proposal being that a one year contract extension is approved to cover the period June 2020 to June 2021. The Airwave Solutions Ltd extension proposal 2020 generates an annual cost of £160,000.

The PCC approved a decision to award the tender for renewal of Body Worn Video to Axon for a period of 3 years.

Dec 17 2019

The provision will provide Body Worn Video devices and Digital Evidence and Asset Management Software capability to frontline officers and police community support officers at a cost of £94,176 per year. The existing contract expired on 14th December 2019 with no option to extend, therefore a replacement solution was required.

The PCC in agreement with the CC signed the Section 22a Collaboration Agreement in respect of the Modern Slavery **Police Transformation Unit.**

10 Jan 2020

The Chief Constables and Police and Crime Commissioners in England in Wales have agreed to collaborate with each other in relation to the extension and running of the Modern Slavery Police Transformation Programme. This shall support police forces in England and Wales to improve their response to Modern Slavery through the establishment of the Modern Slavery Teams.

The PCC in agreement with the CC agreed for the Capital **Build Project for Llanelli custody to proceed as per the** 10 Jan Director of Estates' proposal pending further financial 2020 scrutiny by the Director of Estates and Chief Finance Officer.

Following a discussion with the OPCC's Director of Estates, the PCC and CC were in agreement that they were operationally content with the proposals for the custody project as they stand on the 10th of January 2020. The PCC agreed that the project should proceed pending scrutiny by the Director of Estates and the Chief Finance Officer.

The PCC agreed to offer a contract for the video production of his 2019/2020 Annual Report to Geek Media Ltd.

17 Jan 2020

The PCC has a statutory duty to publish an Annual Report, a summary of his work during the financial year. The report must be made available to the public, and all previous reports are available as hard paper copies and are downloadable as PDFs from the OPCC website.

For the 2019-2020 report the PCC has decided to present video

footage alongside his traditional PDF report. As the expertise to develop this was not available within the OPCC the PCC decided to bring in an external video production company, Geek Media.

The PCC agreed to approve a funding contribution towards Community Safety Partnership Projects totalling an 24 Jan investment of £58,952 to be taken from the Driver 2020 Retraining reserves budget.

The PCC made available £100,000 for the Community Safety Partnerships to recommend and invest in projects within their counties. Each Community Safety Partnership had an allocation of £25,000 to invest in projects aligned to the Police and Crime Plan. A total of £58,952 was agreed to be funded, with the remaining budget yet to be allocated.

The PCC invested in:

Carmarthenshire:

£7,320 to Crimestoppers Be Fearless Campaign £1,000 for Serious Violent and Organised Crime table top exercise

Ceredigion:

£25,000 to the Vulnerability Campaign £1,000 for Serious Violent and Organised Crime table top exercise

Pembrokeshire:

£4,000 for Workshop to Raise Awareness of Prevent (WRAP) training

£1,972 for a Scamming/Fraud Project

£1,000 for Serious Violent and Organised Crime table top exercise

Powys:

£5,400 for WRAP training

£6,260 for Rural Crime target hardening project

£5,000 for Participatory Budget pilot Newtown

£1,000 for Serious Violent and Organised Crime table top exercise

The PCC approved a decision to invest in the Glanymor and Tyisha wards in Llanelli, totalling an investment of £50,000 Jan 24 to be taken from the Proceeds of Crime budget.

2020

The PCC decided to invest £50,000 towards projects put forward by communities in Glanymor and Tyisha in Llanelli. decided to invest in these communities as both wards are classed as the most deprived wards in Dyfed-Powys according to the Welsh Index of Multiple Deprivation. The PCC received many ideas for projects from the communities and agreed to fund the following:

£13,150 for Crimestoppers Fearless Campaign

£5,000 for Diversionary Activities

£9,000 for Swansea Seaside Youth club

£600 for Carmarthenshire County Council Volunteer training

£4,000 for Carmarthenshire County Council gardening project £1,000 for Carmarthenshire County Council Youth engagement event	
£17,250 for Barod Project Dyfed Drug and Alcohol Service Outreach support officer	
The PCC approved a decision to contribute £28,000 toward the purchase of a multi-purpose vehicle for the Force	Jan 24 2020
The PCC approved a decision to contribute £28,000 from the Driver Retraining reserves budget toward a multi-purpose vehicle for use by the Person Removal Team, Disaster Victim Identification Team and the Chemical Biological Radiological Nuclear Team (CBRN).	2020
The PCC agreed to contribute £29,874 towards the purchase of first aid kits for all Roads Policing Unit (RPU) vehicles.	Jan 24 2020
The PCC approved a decision to contribute £29,874 from the Driver Retraining reserves budget towards the purchase of first aid kits for all RPU vehicles. The contribution will allow officers to respond with appropriate first aid when out within Dyfed-Powys communities.	2020
The PCC agreed to contribute £7,512 towards The Wales Mobility and Driving Assessment Service to continue their Fitness to Drive assessments.	Jan 24 2020
The Force regularly refers drivers to the service for assessments and the organisation take on the costs themselves. A contribution of £7,512 allows The Wales Mobility and Driving Assessment Service to continue to run their assessments for Dyfed-Powys referrals.	
The PCC agreed to contribute £10,000 towards a youth club in Bwlch, Llanelli, run by the Local Authority Youth Services.	Jan 24 2020
The PCC approved a contribution of £10,000 for the setup of a Youth Club within the current Bwlch Youth Centre run by Carmarthenshire Youth Services.	2020
It was agreed that a pilot youth club would be set up one evening a week within Bwlch Youth Club, which would run until the end of March 2020. The project will provide a safe space for the young people of Glanymor and Tyisha and will be run by professionally qualified youth workers from the Local Authority.	
The PCC approved a decision in relation to changes to the handling of police complaints.	Jan 27
·	2020
The PCC approved a decision in relation to the Improving Police Integrity programme which the police complaints and disciplinary systems for policing are currently in the third phase of reform. The third phase will impact on the way all complaint, misconduct and death or serious injury investigations are handled, proving a stronger role for PCCs within the complaints system and providing	

three different models.

The PCC's preferred decision is to adopt option 1 for Dyfed-Powys which means that the management of complaints will remain with Dyfed-Powys Police. As per the legislation the PCC will be responsible for considering the application of police complaints processes and procedures in individual cases and thereafter decide on the outcome of the review.

The OPCC suggests that a review of option 1 is undertaken 18 months from the implementation date.

DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

FEEDBACK FROM THE POLICING ACCOUNTABILITY BOARD ON THE 18TH NOVEMBER 2019

Recommendations / key decisions required:

To note the feedback from Panel members who observed the meeting and question the Commissioner as appropriate.

Reasons:

Scrutiny of how the Commissioner holds the Chief Constable to account is a key function of the Panel.

Report Author: Designation: Tel No.

Cllr. Mike James Local Panel Member 01267 224018

Robert Edgecombe Lead officer E Mail Address:

rjedgeco@carmarthenshire.gov.uk

EXECUTIVE SUMMARY DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

FEEDBACK FROM THE POLICING ACCOUNTABILITY BOARD ON THE 18TH NOVEMBER 2019

The Scrutiny of how the Police and Crime Commissioner holds the Chief Constable to account is a key function of the Panel.

One of the methods by which the Commissioner performs this function is the holding of public Policing Accountability Board meetings.

Panel members regularly attend these meetings as observers to satisfy themselves that the Commissioner is holding the Chief Constable to account appropriately.

The last Policing Accountability Board was held in Tenby on the 18th November 2019.

DETAILED REPORT ATTACHED?

Yes



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By virtue of paragraph(s) 12 of Part 4 of Schedule	12A of the Local Government Act 1972 as amended
by the Local Government (Access to Information)	(Variation) (Wales) Order 2007.





DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

COMPLAINTS PROTOCOL

Recommendations / key decisions required:

To consider the draft complaints protocol

Reasons:

Panel members have expressed concern that the original protocol adopted in 2012 does not adequately provide for the type of complaints received or the limitations upon the powers of the Panel to achieve a meaningful solution in many cases

Report Author: Designation: Tel No.

Cllr Alun Lloyd-Jones Panel Chairman 01267 224018

Robert Edgecombe Lead officer E Mail Address:

rjedgeco@carmarthenshire.gov.uk

EXECUTIVE SUMMARY DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

COMPLAINTS PROTOCOL

The Police Reform and Social Responsibility Act 2011 gives Police and Crime Panels certain statutory responsibilities in relation to complaints made against the Police and Crime Commissioner for their area.

However Panels have very little powers in respect of such complaints. All 'serious' complaints (as defined in legislation) must be referred to the Independent Office for Police Conduct (IOPC). The Panel can therefore only deal with low level complaints against the Commissioner.

The Panel has no power to investigate a complaint. It must either deal with it by way of informal resolution or may, in certain prescribed circumstances, dis-apply the relevant legislation and take no further action.

In the last 3 years the Panel has dealt with 9 complaints against the Commissioner or his predecessor. Of these 1 was dealt with by informal resolution, 2 resulted in no further action due to the then Commissioner not being re-elected and 6 have resulted in the legislation being dis-applied and no further action being taken as the complaint was considered an abuse of process.

The revised protocol aims to identify those cases that are an abuse of process at an early stage and deal with them without diverting the full Panel from its other work. This will allow the Panel to concentrate on complaints in respect of which a meaningful outcome can be achieved.

DETAILED REPORT ATTACHED?	YES



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DYFED-POWYS POLICE AND CRIME PANEL COMPLAINTS PROTOCOL

INTRODUCTION

- 1. Schedule 7 of the Police Reform and Social Responsibility Act 2011 ('2011Act') makes provision for Police and Crime Panels to deal with certain types of complaints against the Police and Crime Commissioner in their area.
- 2. The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 ('2012 Regulations') prescribe how Panels should deal with such complaints.
- 3. The Panel has no power to 'investigate' any complaint against the Commissioner nor can it impose any sanction upon him, require him to take any particular action or stop him from doing anything.
- 4. When dealing with a complaint there are 3 options open to the Panel;
 - (a) Refer any 'serious complaint' to the Independent Office for Police Conduct ('IOPC')
 - (b) Deal with a 'non-serious' complaint by way of informal resolution
 - (c) Dis-apply the 2012 regulations where the requirements of regulation 15 are met.
- 5. Upon receipt of a complaint, the Lead Officer to the Panel will formally record the complaint and carry out an initial assessment in conjunction with the Panel Chairman.

SECTION A - INITIAL ASSSESSMENT

- 6. The initial assessment of any complaint will be based upon the information available at the time the assessment takes place.
- 7. If the complaint is assessed as a valid 'serious complaint' (i.e. one which genuinely amounts to an allegation that the Commissioner has committed a criminal offence) then the Lead Officer shall notify the Commissioner and Members of the Panel accordingly and refer the matter to the IOPC
- 8. If a complaint is assessed as not being a valid 'serious complaint' the Panel Chairman and Lead Officer will consider whether the complaint is suitable for informal resolution or whether the 2012 Regulations should be dis-applied in accordance with Regulation 15.
- 9. A complaint will not normally be considered suitable for informal resolution if;
 - (a) It does not relate to the personal conduct of the Commissioner towards the complainant
 - (b) It does not reveal the existence of any corroborating evidence or witnesses
 - (c) The Commissioner has previously tendered an apology in relation to the substance of the complaint
 - (d) No meaningful resolution appears to be likely on the facts of the case.
- 10. The 2012 Regulations will normally be dis-applied and no further action taken in relation to a complaint if;

- (a) The complaint relates entirely to a staffing issue within the Commissioner's Office
- (b) There is no clear evidence that the matter complained of occurred within the 12 months prior to the complaint being received
- (c) The matter complained of is already subject to a complaint
- (d) The complaint is an anonymous complaint
- (e) The complaint is vexatious or oppressive
- (f) The complaint is an abuse of the procedures for dealing with complaints.
- (g) The complaint is repetitious (i.e. substantially the same as a previous complaint)
- 11. A complaint will normally be considered to be vexatious, oppressive or an abuse of the complaints procedure if;
 - (a) It relates to the refusal of the Commissioner to interfere in operational decision making by the Chief Constable
 - (b) It relates to the refusal of the Commissioner to interfere in individual complaints against police officers below the rank of Chief Constable or civilian police staff
 - (c) It requires the Panel or Commissioner to take steps that go beyond their statutory powers
 - (d) There is an alternative form of redress available to the complainant which has either not been exercised or has been exhausted.
- 12. If a complaint is assessed as not being suitable for informal resolution or that the 2012 Regulations should be dis-applied and no further action taken in relation to the complaint the Lead Officer shall update the complaints register accordingly and inform the Complainant, Commissioner and Panel Members. No further action will then be taken in relation to the complaint.
- 13. If a complaint is assessed as being suitable for informal resolution the Lead Officer to the Panel will notify the Commissioner of the complaint and request a written response. The matter will then be referred to the full Panel for a final decision.

SECTION C - FINAL DECISION

- 14. If a complaint is referred to the Panel for a final decision the Lead Officer shall prepare a report for the next meeting of the Panel enclosing the complaint, the Commissioner's response and setting out the options available to the Panel
- 15. The Panel will consider the complaint in private session
- 16. The Panel will make its decision solely upon the written report and supporting documents. The Complainant will not be entitled to attend the meeting and address the Panel.
- 17. After consideration of the report the Panel will either;
 - (a) determine what form any informal resolution should take and make appropriate recommendations to the Commissioner or,
 - (b) take no further action in relation to the complaint.
- 18. Once the Panel has made its final decision the Lead officer will notify the complainant and update the complaints register accordingly.
- 19. The complaint will thereafter be considered closed and the Panel will not re-open or review its decision.

DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

POLICE AND CRIME PANELS ANNUAL CONFERENCE

Recommendations / key decisions required:

To note the reports and presentations from the Conference and identify any actions arising as a result.

Reasons:

The information shared at the conference represents examples of good practice by Panels across England and Wales.

Report Author: Designation: Tel No.

Professor I Roffe, Cllr J Panel Members 01267 224018

Prosser and Cllr W Powell E Mail Address:

Robert Edgecombe Lead officer rjedgeco@carmarthenshire.gov.uk

EXECUTIVE SUMMARY DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

POLICE AND CRIME PANELS ANNUAL CONFERENCE

On the 18th and 19th November 2019 the eighth national conference for Police and Crime Panels was held at Scarman House in the University of Warwick. The Panel was represented at the conference by 3 of its members, Professor Ian Roffe (vice-chair), Cllr William Powell and Cllr John Prosser.

Issues covered by the Conference included;

- 1. The strategic review of policing by the Police Foundation
- 2. Tackling human trafficking and Modern slavery
- 3. Reducing arrests of women
- 4. Using the Home Office Grant
- 5. Preparing for the 2020 Commissioner elections
- 6. Effective scrutiny
- 7. Rural crime
- 8. Serious violence, knife crime and county lines

Several of the presentations are attached to this report together with a report from the conference organisers and a briefing note from the panel members in attendance.

DETAILED REPORT ATTACHED?	YES



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Eighth national conference for chairs, members and support officers of police and crime panels.

Scarman House Conference Centre, Warwick University.

Monday / Tuesday 18/19 November 2019

Conference dinner. Monday 18 November 2019.

Pre-conference social dinner with amusing after dinner presentation by guest speakers: Paul Grady and Iain Murray, Grant Thornton - the conference sponsors.

Tuesday 19 November.

- 1. AGM of the National Association of Police & Crime Panels.
- 1.1 Chairman's annual report.

Chair John Gili-Ross (Chair) opened the meeting. During the past year certain Police & Crime Commissioners in England have taken on fire and rescue. Not many changes are reported yet, but more are expected after next PCC elections. Over the past year the NA has tried to change mindset of home office officers, but encountered a lot of inertia. Hence, NA is moving its focus onto training. After May 2019 elections 2/3 membership of the NA Board changed. There are challenges for new panel members as entrants, as the role can be daunting so there is a need for training.

- 1.2 There was a need to ensure that the N. Association can present a national voice. Chairmans view is that it has to be in a national influencing role.
- 1.3 Elections were held for officers, with named presented on a tabled paper. Motion that the nominations as listed was carried.
- 1.4 Future funding of the National Association. Home office precludes using grant to pay subscription. Debate then motion to move to a non-subscription basis for all Panels was passed.
- 1.5 Funding of panel. It currently has cash reserves of £6000. There is a commitment to spend £700 on a website. Any income that comes in will go through Emma as the executive support and held by Essex cc as a specific cost centre. There is also a treasurer that provides extra governance.

- 1.6 Constitution. A paper detailing technical changes to the outdated terms of reference and remove mention of an annual subscription was passed.
- 1.7 Following this AGM, the support officer would write to all PCP inviting them to become members of the national association on a subscription free basis.
- 2. Conference plenary: exploring issues to challenge and support the commissioner.

Keynote: Dr Rick Muir, Director Police Foundation.

"The strategic review of policing in England and Wales".

- 2.1 The Police Foundation mainly does research and also does reviews. Last police review was stated as 1962. (Actually, there have been others since, but no actions taken on their recommendations). The 1962 review recommended taking police boards (PAs) down to 43. It looked at governance issues and also how much police officers were paid.
- 2.2 Recent years there has been lobbying for a new royal commission, but this has not happened. Hence, the police foundation have started this review. Features:
- Crime is changing dramatically. New tech led to cyber crime.
- · Changing social attitudes to hidden crime etc.
- · Serious crime rising as is public concern.
- Non crime demand has become more complex linked to vulnerability and require multiagency response.
- Changes combined with reductions in funding forced the police to prioritise.
 Police mission has changed in response to austerity but without public debate or explicit change of policy.
- Last big policy changes 2010/2011 were a response to a different set of issues local accountability, targets, quangos.
- Concern that policing has lacked a long term strategic focus.
 All these features are influencing the need for an independent strategic review.
- 2.3 The review will consider:
- Challenges to public safety country will face in 2020s and beyond.
- Response police service to these changes.
- How demand has changed.
- · What future police workforce should look like.
- How should policing be organised locally and nationally.
- Review chaired by Sir Michael Barber, ex-Head of no 10 Delivery Unit.

2.4 The review is currently looking at phase 1, a review of public expectations. The report is expected to published June 2021.

"lan Roffe's view: interesting presentation, but not convincing argument that this review will change anything - it is not a Royal Commission and does not have any political leverage".

3. Q& A Discussion Panel on the Plenary.

Panel Members: Loraine Atkinson. Christine Goldstraw. Paul Grady.

Issues Raised.

Loraine Atkinson. Was the police talent pool available, such as in cybercrime. Second, how does it fit with wider criminal justice arrangements. Third, you get what you pay for - are the public prepared to pay for things like mental health, social media, extinction rebellion, and potential civic unrest.

Christine Goldstraw. Works for a charitable trust. Criminal justice system is creaking and see issues every day in the news stories.

Paul Grady. Grant Thornton's Head of Police. He considered the split between national and local policing, you do need, both but the top slicing is contentious. Government is very astute currently in inferring more police numbers as it is resonating with the public. When public expectations are backed by the tabloids then you can get expectations that are not likely to be met. The Strategic review was long overdue.

Small Group Workshops

Tuesday pm comprised essentially of a selection of small group workshops.

Using the home office grant for panels. Dave Burn (Frontline Consulting) Session considered using the Home Office grant for Panels. This session looked at the grant agreement, key deliverables and the new critical success factors and enable Panels, especially their Support Officers, to compare the approach being taken to the use of the grant and reporting, including reference to the new guidance for Panels.

- Home office grant letter in summer, came as a bit of a surprise to most panels.
- New grant arrangements. Purpose to bring inline with cabinet office requirements.
- Underspend overall on panel budgets. New requirements on evidence. Response can come in different ways.
- Changes. Panels are requested to proved updates referred to as critical success factors.

- Each annual review will result in the authority making a recommendation for the current year.
- Number of public meetings held. Support officer can determine what evidence is provided.
- Purpose and agreement continue in line with existing plans.
- · Csfs should be redefined.
- Panels are more effective now than they were say 3 years ago.

Effective scrutiny. Tim Young (Frontline Consulting). This session explored the scrutiny function of Panels, looked at good practice from several Panels and discussion of achievements, barriers and possible solutions to enable effective scrutiny of Commissioners by Panels.

It examined the scrutiny function of panels and to share good practice and to look achievements, barriers and possible solutions. It was apparent that some PCC refuse to cooperate or work with their panels and or there are strained relationships. Without a working relationship the panels cannot work effectively.

Forum on tackling serious violence, knife crime and county lines. Although serious violence and knife crime is not such a serious issue in Dyfed Powys we are affected by county lines gangs. A frank discussion was held on all aspect of the topic and the problems of knife crime in some parts of the UK. Again it was apparent that some delegates were frustrated by the actions of their PCC.

Cllr John Prosser, Cllr William Powell, Prof Ian Roffe



Ninth National Conference for Chairs, Members and Support Officers of Police (Fire) and Crime Panels

Monday 23 to Tuesday 24 November 2020 Scarman House, Warwick Conference Centre CV4 7SH

Follow @pcpsdirect; retweet and comment using #PFCPConf2020 leading up to and during the Conference. Register, seek information, meet the sponsors and network in the Information and Sponsors' Hub (the small bar), open throughout Conference

Draft PROGRAMME

Monday 23 November 2019

3 pm Check in available Scarman House reception

5 pm Registration for the Conference The Hub

8 pm Conference dinner Courtyard restaurant

Tuesday 24 November 2019

9 am Registration for day delegates The Hub

Refreshments and networking Lounge

9.30 am AGM of the National Association of P(F)CPs Tiered lecture theatre

10.15 am Networking break and refreshments Hub and Lounge

10.30 am Opening Conference plenary. Policy briefing Tiered lecture theatre

Theme: 'The bigger picture for Panels. Initiatives, opportunities and challenges

for policing, fire and criminal justice in the 2020s'

Welcome by the Chair: Paul Grady, Head of Police, Grant Thornton UK LLP (tbc)

Speakers: (invitations sent; a Chief Constable has already confirmed attendance)

The issues raised by the speakers will be explored further in the breakout sessions

during the afternoon



12 noon Lunch and networking Tea, coffee and networking

Lakeview Restaurant Lounge and Hub

1.15 pm Conference breakout sessions. Good practice and Panel development (Spaces) Thematic policy seminars, practitioner led workshops and forums

Theme: In the light of the bigger picture outlined in the morning, an opportunity to explore how we fulfil our roles of challenge to and support of our Commissioner and how we might develop our activity as Panels

Venues: Spaces 1 – 8 are outside the tiered lecture theatre

- 1) Tackling human trafficking and modern slavery (Unseen tbc) (Space 1)
- 2) An aspect of criminal justice (Lorraine Atkinson, Howard League) (2)
- 3) Working with fire & rescue services (Evan Morris, Cheshire PCP) (3)
- Working together police and mental health triage (Vicki Noble and Samuel Watson, Leicester NHS Trust and Leicestershire Police) (4)
- 5) Working with public health around early intervention (Lynn Gibbons, Public Health Consultant, South Gloucestershire Council)
- 6) Public policy and policing (Grant Thornton tbc) (6)
- 7) Forum for Independent Members (Keith Walker, Staffordshire PFCP) (7)
- 8) Forum for police, fire and crime panels (Julie Plant, Staffordshire PFCP) (8)
- 9) Effective scrutiny building the team, raising the issues (Tim Young, Frontline Consulting) Tiered lecture theatre

2.30 pm Networking break and refreshments

Hub and Lounge

(5)

2.45 pm Conference breakout sessions (repeated)

4 pm Closing Conference plenary. Reflections and next steps Tiered lecture theatre

Chair: Cllr Norma Stephenson OBE, Chair of the Cleveland Police and Crime Panel

Theme: Exploring key messages from our discussions and what we might need to help us better to fulfil our roles of challenge to and support of our Commissioner

Q&A and discussion

4.30 pm Conference ends



Report of the Conference for Police, (Fire) and Crime Panels in 2019

- The eighth national Conference for chairs, members and support officers of Police (Fire) and Crime Panels took place from Monday 18 to Tuesday 19 November 2019 in Scarman House at Warwick Conference Centre.
- 2 Residential delegates attended a pre-Conference dinner, which included guest speakers, Paul Grady and Iain Murray of Grant Thornton, our P(F)CP project sponsor. Paul and Iain both entertained and informed delegates with an imaginative use of quiz games to explore comparative spend per head of population of police forces and to compare headline themes in various Commissioners' Police and Crime Plans.
- The Annual Meeting of the National Association of P(F)CPs took place, including the announcement of the result of (uncontested) elections. John Gili-Ross (an Independent Member of the Essex PFCP) was re-elected as the Chair of the NAPFCP and gave an annual report. The financial position was reported. A website has been developed. Panels in attendance who are in membership of the NAPFCP agreed not to levy a membership subscription for Panels to join the NAPFCP. It was also agreed to amend the constitution accordingly.
- The opening Conference plenary was a policy debate, exploring key issues on which Panels might provide challenge to and support of Commissioners.

 Delegates were welcomed by the Chair, Cllr Dave Stewart, Chair of Hampshire PCP.
 - 4.1 The keynote speaker was Dr Rick Muir, the Director of the Police Foundation, who gave an introduction to the Strategic Review of Policing in England and Wales. See http://www.police-foundation.org.uk/project/ /strategic-review-of-policing/
 - 4.2 Rick explained that the Police Foundation is conducting the Strategic Review of Policing in England and Wales and outlined the objectives and background to the review. He invited Panels to submit evidence. Last time there was a holistic review was a Royal Commission on Policing in 1962, which led to several changes to policing relating to its structure, accountability, complaints arrangements and the pay of police officers. There have been calls for another Royal Commission from some key people, but these have been refused. Therefore, the Foundation has stepped in.
 - 4.3 The Police Foundation decided to undertake the Strategic Review now because:
 - Demand has changed dramatically
 - Although crime overall has dropped, there has been a shift into different types of crime eg cyber crime



- Some types of crime (eg serious violence) are rising with public concern rising too
- Non-crime demand is increasing and is more complex with its links to vulnerability that require a multi-agency response
- The police have suffered a massive reduction in resources the only police service in the world that has been affected by such drastic cuts
- 4.4 Other factors coming into play are:
 - The police are given a set of priorities by the Home Secretary, but the public has been left out of the discussion around priorities
 - People are surprised at what the police actually do, although there has been no explicit change in mandate
 - The reforms of nearly a decade ago (that introduced PCCs and PCPs) were made in response to different issues (political considerations, not the growth of cyber-crime etc)
 - There is a concern that policing policy has lacked a long-term and strategic focus
- The purpose of the Police Foundation's Strategic Review therefore is to 4.5 look at:
 - The challenges ahead
 - The possible nature of the strategic response required to meet those challenges
 - The future role of the police service in meeting those challenges
 - The changes that are required
- 4.6 Factors that the Strategic Review will need to consider are:
 - Demand changes and what future demand will look like
 - The public's expectation of the police
 - The mission of the police in the 21st century
 - The police capabilities required to deliver the revamped service
 - The resources needed to do so
 - The organisation of the service at local, regional and national levels
 - The means by which the service should be held to account at these levels
- The Foundation's focus is on England and Wales, but it will be taking evidence from Scotland and international bodies. It will consider the longterm challenges and all the different elements required to keep people safe and secure.
- 4.8 The Strategic Review is independent, politically impartial, evidence-led and public-facing.



- 4.9 The review is chaired by Sir Michael Barber; its Vice-chair is Sir Bill Jeffrey, the Chair of the Police Foundation. It is also supported by an Advisory Board.
- 4.10 The overall aim of the Review is to set the long-term strategic vision for English and Welsh policing and present substantial recommendations for a modern service that will be capable of meeting the challenges of the 21st century.
- 4.11 In the first phase of the review the work will assess and define the challenge the police service should be prepared to face over the coming decades. Contributors are being invited to submit responses to six questions which cover four areas:
 - Understanding crime, threat and demand
 - Understanding public and societal expectations
 - Reconsidering the police mission and purpose
 - Looking ahead
- 4.12 The second phase of the review will start in early 2020 and will look at the capabilities needed, resources required, work with partners and other agencies, the structure of policing and accountability.
- 4.13 Before the final report is published in 2021, papers will be published.

 There will be a programme of events including calls for evidence for both phases of the project.
- 4.14 Rick advised that the Police Foundation already has support for the Strategic Review from a wide range of organisations. It will make significant and substantial recommendations on the back of a credible report. The Police Foundation is talking to a lot of stakeholders to ensure involvement and support.
- 4.15 The Review's (draft) Terms of Reference can be found at:

 http://www.police-foundation.org.uk/2017/wp-content/uploads/2010/10/SR-TOR-draft.pdf
- 4.16 Following Rick's presentation, he joined a panel with Lorraine Atkinson, a Senior Policy Officer with the Howard League for Penal Reform; Christine Goldstraw OBE, Chair of Nottinghamshire PCP and Paul Grady, Grant Thornton's Head of Police. The panel, chaired by Cllr Dave Stewart, responded to questions and joined in a discussion.
- 4.17 Comments from the panel in response to Rick's opening remarks included:
 - Agreement that a strategic review is long overdue
 - Consideration to be given to the fit of policing with the criminal justice system



- Concern that there has been top slicing for national services, yet a PCC is responsible for the totality of policing in their police service area
- Awareness of the range of expectations and challenges eg the public expects the police response to a burglary
- Recognition that the police are a 24/7 service and are really stretched – they have been picking up the pieces and problemsolving and have also been developing real mental health expertise
- Uncertainty as to whether the public is prepared to pay for the police service they need and expect
- Suggestion that the review needs to capture the voice of the young the 16-25s, recognising and drawing on the role played by social media today
- Recognition of the importance of preparing the talent pool for the future. For example, whether there are apprenticeship schemes for police officers in all police service areas, as in Nottinghamshire
- Concern that public debate is relatively immature the focus is on inputs rather than outcomes
- 4.18 Questions to Rick and the other panel members and their responses included:
 - What is the panel's take on neighbourhood policing, as distinct from response policing?
 - There is an inherent tension between whether the police should be solely tackling crime or playing a pivotal role in the community
 - Several police services are looking at managing demand, for example around voluntary discharges from Accident & Emergency, and are checking the degree of vulnerability in deciding whether to respond or not
 - o It was suggested that protocols are needed to manage this
 - It was reported that Nottinghamshire has good technical communications equipment to enable PCs to be out and about, not stuck in stations
 - It was recognised that community policing is a real challenge and the police need to work out how to balance their different roles
 - Random foot patrols don't deter crime but patrolling in hotspots does
 - The public want 'bobbies on the beat' but this isn't a solution to several problems they might face (eg drugs, rundown town centres)
 - Agreement is needed with various agencies for partnership working



- A comment was made that some problems are not initially a 0 police matter, but might become so. For example, loose horse tethering is not illegal, but it becomes a problem when the horse breaks loose and police might need to become involved
- How effective have PCPs been? Are they not 'toothless tigers'?
 - A panellist suggested they had limited effectiveness
 - It was commented that a PCP finds it useful to get updates on 0 police performance and it was noted that a PCC values the opportunity to test things out with the Panel since being a PCC can be a lonely position
 - Whilst it may be tempting to think that PCPs are 'toothless tigers', it is interesting to note that there has been a shift in PCCs' views of PCPs since 2012; far fewer comments are heard that PCPs are a waste of time and only indulge in "nitpickina"
 - Increasingly PCCs are finding that Panels are challenging and 0 have been prompting good debates; there is value in Panels using available mechanisms for more in-depth conversations and using their own research to exert an influence on PCCs' thinking
 - Through a show of hands over two thirds of Panels present 0 indicated that they had questioned their Chief Constable or other police officers, not only the P(F)CC or their Office representatives
 - Rick indicated that as part of the Strategic Review, he would 0 welcome PCPs' thoughts on the powers necessary to perform their roles effectively
- Will 43 police forces be sustainable in future?
 - Form should follow function, so the Strategic Review is not 0 starting with a pre-determined view about force numbers or structure
 - The issue is how to be locally responsive and accountable 0 whilst also being able to deal with cross-boundary crime such as fraud and terrorism
 - There are huge pressures on policing as crime becomes more 0
 - There also is an increasing need for forces to work together
 - It was noted that the five biggest forces in England and Wales deal with half the crime
 - The problem with larger sized forces is how to be locally 0 responsive
 - When crises occur, there are de facto invisible mergers 0
 - Structural change can lead to the "eye being taken off the ball" 0



- It was questioned whether there are resources for such mergers and where the new expertise for dealing with major issues eg cyber-crime should sit
- There was a discussion about how priorities should be determined - and budgets aligned with those. If a measure was the level of harm involved rather than the incidence of crimes as a basis for priorities, sexual crimes would be more of a priority than acquisitive crime. A key issue is retaining the confidence of the public
- Whereas prior to the election of Commissioners, Community Safety Partnerships received their money directly from the Home Office, they are now funded by the local Commissioner. Has this led to issues over funding or the role of CSPs?
 - There is a problem of fragmentation
 - Partnership working is not an end in itself, but a tool to deliver outcomes and those should be the focus
 - Panel members who also sit on CSPs get a good sense of what's happening in their area; however, Panel members bringing very local issues to the Panel is a negative step as Panels should be strategic and focused police service area wide
 - It is positive that CSPs operate at a local level and seek to make sense of local crime issues, but it questioned whether they have the tools to do the job
- What is the definition of 'support' in the Panel role of 'challenge and support'?
 - There ought to be a balance between challenge and support
- Should there be a strategy for recruitment and integration of special constables into the police force?
 - Specials are important, especially bringing in people with skills for issues such as cyber-crime; the review will look at this
- 4.19 In concluding the policy debate, Cllr Dave Stewart asked Rick Muir for his three 'takeaways' from the session. These were:
 - How to hear and include the voice of young people
 - Consideration of CSPs role and funding
 - Powers required by Panels to carry out the role effectively
- 4.20 Rick concluded by asking all Panels to respond to the call for evidence for the Strategic Review



- The afternoon included Conference breakout sessions, focused on good practice and the development of Panel activity. Delegates explored how Panels might better fulfil their roles of challenge to and support of Commissioners and work more effectively. A mix of thematic policy seminars, practitioner led workshops and forums was offered, plus a demonstration of Audio Minutes.
 - 5.1 Tackling human trafficking and modern slavery (Courtenay Forbes, Unseen)
 See the slides and https://www.modernslaveryhelpline.org/
 - 5.2 Reducing the arrests of women (Lorraine Atkinson, Howard League)
 See the slides and https://howardleague.org/publications/arresting-the-entry-of-women-into-the-criminal-justice-system/

Discussion explored whether there is a strategy for women in policing and the criminal justice system. Panels gave examples of diversionary activity with women in Cambridgeshire; women's centres in Avon and Somerset and Wiltshire; and work around domestic violence in Cleveland, Durham and Northumbria.

Participants identified questions Panels might be asking to find out the underlying causes of crime by women. These included:

- Whether poverty is a factor
- What gender informed work is underway in the area
- Whether funding is sustainable
- What Commissioners and Panels are doing in terms of gender informed services
- The work of the Commissioner and the service in signposting to and funding for women's services
- 5.3 Using the Home Office grant for Panels (Dave Burn, Frontline Consulting) See the slides and https://www.local.gov.uk/sites/default/files/documents/Police%20and%20Crime%20Panel%20Guidance.pdf
 - It was agreed that further conversations are needed with the Home Office through the NAPFCP and the LGA about funding of Panels. The discussion could also cover the development of the NAPFCP. There needs to be shared understanding between the Home Office and across Panels about the completion of the new grant returns with the introduction of the three critical success factors. Materials could be shared through the Regional Networks for Panels
 - There is a need to set out expected outcomes of the Critical Success Factors, which include the number of meetings held (both formal and informal), training and development undertaken and the success of the Panel in challenging and supporting the Commissioner
 - The report can be detailed or merely bullet points; any format is considered to be acceptable



- Future activity could include a focus on challenge, scrutiny, key lines
 of enquiry and support. Panels should seek to measure the influence
 they have achieved. There should be more invitations to partner
 agencies to provide evidence
- 5.4 Preparing for the P(F)CC elections in 2020 (Dr Christopher Kemp)
 See the slides and <a href="https://www.electoralcommission.org.uk/who-we-are-and-what-we-do/elections-and-referendums/past-elections-and-referendums/police-and-crime-commissioner-elections-https://www.electoralcommission.org.uk/sites/default/files/pdf_file/PCC-Doubtful-ballot-paper-placemat-first-preference-only.pdf
- 5.5 Supporting a new Panel (Emma Tombs, Essex PFCP)

It was suggested that new members need a solid induction and be provided with practical information eg key contacts, information about venues. Panel members should be consulted about the type of support they seek. It is useful to conduct a skills audit and refresh of panel activity.

5.6 Effective scrutiny (Tim Young, Frontline Consulting)
See slides

Participants shared examples of their effective scrutiny. Points made included:

- It is essential to have a prioritised work programme
- It is important to develop working relationships and avoid an antagonistic relationship with the Commissioner (even if s/he is antagonistic to the Panel). This can take time and persistence
- It is important to work on developing a relationship and building up trust between the Panel, the Commissioner and her/his Office
- It is helpful for Panels to explain the benefits of their role to stakeholders and to sustain relationship building by Panels with those who can assist with their scrutiny function
- It is important to take a holistic approach to the issues eg the Gloucestershire PCP support officer invites Panel members to attend the County Council's mental health and children's annual briefing
- An induction session for new members in 2020 will be essential as well as regular training sessions to help develop the scrutiny function
- Panels need to engage with the Commissioner and her/his Office around requirements for reports including performance management

 content, frequency, timeliness and presentation – in order to be more transparent and accountable
- Workshops are used to develop key lines of enquiry and inform Panels' scrutiny of specific issues eg in Suffolk
- Preparing KLOEs and finding the right phrasing is important so the Commissioner is required fully to respond to Panels' enquiries eg not just give a Yes or No answer when more information is required



- Members can work together to develop KLOEs to guestion how the Commissioner is holding the Chief Constable (and Chief Fire Officer where a PFCC) to account
- Member champions are used eg in South Wales to develop expertise and help Panels to scrutinise the Commissioner. In South Yorkshire, member champions have a deputy for back up
- Forum on rural crime (Khalid Ahmed, Thames Valley PCP) 5.7 https://www.nationalruralcrimenetwork.net/research/internal/2018survey/
 - Rural crime can be defined as any crime unique to rural areas which have a direct impact on communities and the rural economy eg theft of agricultural machinery, hare coursing and fly tipping
 - Issues which impact on Rural Crime include a lack of police resources, the lack of frontline police officers and police community support officers, the closure of rural police stations that impacts on police response times, the likelihood there will be fewer witnesses to criminal activity in rural and greater opportunities for criminals to target isolated properties and businesses, County Lines and serious organised crime such as modern slavery and people trafficking and a growing focus on higher crime areas in urban rather than rural areas
 - The largest ever national crime survey into crime and anti-social behaviour in rural areas took place to find out how the police can better serve rural communities. Launched by the National Rural Crime Network, it was open to anyone living or working in rural areas and was organised to help build a picture of what is a widespread but often misunderstood issue. Against a backdrop of policing budget reductions and a growing focus on higher crime areas, the survey assessed how crime and anti-social behaviour and the threat of potential crime, affects individuals, financially and emotionally. It also shed light on the human implications of crime and the fear of crime, seeking to explore the impact on individual victims and communities
 - A National Rural Crime Network endorsed by eighteen (and possibly eight more) of the UK's Police and Crime Commissioners has been set up to help tackle rural crime more effectively in England and Wales. It will provide an online resource for police, community safety practitioners and others to share information, training and development, access to case studies and link up with other mechanisms for reporting crime and/or suspicious behaviour
 - Members of the Thames Valley PCP examined rural crime and its impact on communities. It received a report from the PCC on ways that Thames Valley Police are working to tackle the problem. This included identifying crime groups linked to rural crime and introducing a dedicated Rural Crime Policing Desk. Witnesses included the National Farmers Union and the Buckinghamshire branch of the Country Landowners' Association. The PCC reported that rural crime included serious organised crime and widescale intimidation including human slavery, people trafficking, firearms and metal theft; it was a Strategic Objective in his Police and Crime Plan



- Initiatives by the Commissioner include Thames Valley Rural Crime Partnership; Country Watch; a trackable assets system; a rural crime problem profile formulated by an analyst; use of mobile Automatic Number Plate Recognition; additional mobile cameras; intelligence coverage of the strategic road network, plus key rural locations and a joint partnership funded analyst also covering cross border areas
- 5.8 Forum on tackling serious violence, knife crime and county lines (Euan Walters, Leicestershire, Leicester and Rutland PCP)

 See https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/698009/serious-violence-strategy.pdf

Panel attendees discussed what they have been doing on these issues, shared examples and compared initiatives and resourcing by their Commissioners in relation to combating serious violence, knife crime and county lines

5.9 Forum of police, fire and crime panels (Cllr Gill Mercer, Northamptonshire PFCP)

See https://www.local.gov.uk/sites/default/files/documents/10.8%20-%20Guide%20to%20the%20fire%20and%20rescue%20service_WEB-2.pdf

Participants considered the implications for a Panel whose Commissioner had taken over responsibility for the fire and rescue service. They also discussed reasons why PCCs had not taken on the F&RS

- 5.10 Demonstration of Audio Minutes (Antony Redfern) See http://www.audiominutes.com/
- The closing Conference plenary focused on reflections from the day's discussions and potential next steps. The plenary was chaired by Edward Leigh, the Chair of Cambridgeshire PCP. Delegates explored key messages from the discussions and considered what Panels might need to help them better to fulfil roles of challenge to and support of Commissioners. There was a Q&A and discussion with John Gili-Ross, the Chair of the NAPFCP and Ann Reeder and Dave Burn of Frontline Consulting, the Conference organisers.

Issues to be taken forward included:

- Panels' engagement with the Strategic Review
- The new grant arrangements

Collaboration and partnership working emerged as a potential theme for next year's Conference including work with fire and rescue services and community safety partnerships. There was no support for a relocation of the Conference to London. A slight increase in the fee will be required. A report will be published

Preparing for the P(F)CC Elections 2020

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A presentation by Dr Christopher Kemp, Retired Solicitor; former Vice-Chairman, Police and Crime Panel for Norfolk

Police Governance Reform: Where did in Where did it begin?

The Coalition Programme of May 2010 (page 13): We will introduce measures to make the police more accountable through oversight by a directly elected individual, who will be subject to strict checks and balances by locally elected representatives.



Police Governance Reform: How was it implemented?



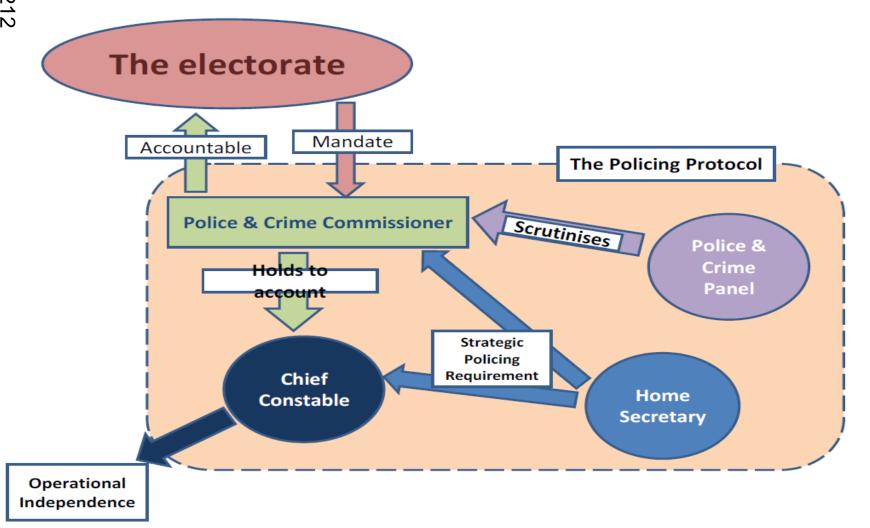


By the Police Reform and Social Responsibility Act 2011. Its joint-authors were:

Theresa May, Home Secretary in the Coalition Government; and

Gordon Wasserman, her principal advisor on Police and Crime policy.

The PRSRA Scheme



How does a P(F)CC obtain their mandate?

- ✓ By a process of democratic election across each Police Area every four years.
- ✓ The Election is conducted by the Supplementary Vote system.
- ✓ Though firmly in the Local Government sphere (the Commissioner is classified in Law as "an elected local government body") the election of PCCs exhibits several unusual features.
- ✓ The next PCC Election, the third since the inception of the system, is on 7th May 2020.
- The same election process applies to those PCCs who are now Fire & Rescue Authorities under the Policing & Crime Act 2017.

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P(F)CC Elections: Qualification of Candidates - 1

- ✓ A candidate for Commissioner must be 18 years of age and a registered local government elector in the Police Area in question.
- He or she must be a British or Irish citizen, a Commonwealth citizen with a right of residence or a citizen of any member country of the European Union (subject to Brexit).
- ✓ A sitting MP or MEP cannot be a PCC but being a serving local councillor is not a disqualification.
- ✓ But a member of the House of Lords is not disqualified.
- ✓ Standing as a candidate for PCC in more than one Police Area is prohibited.

P(F)CC Elections: Qualification of Candidates - 2

The PRSRA contains a list of other disqualifications, eg:

- ✓ conviction for any imprisonable offence;
- √ conviction for corrupt or illegal electoral practices;
- ✓ serving as a police officer (including a Special Constable);
- √ employment in the Civil or Judicial Services;
- ✓ serving in the armed forces of the Crown;
- employment in Local Government (but this does not apply to teachers);
- ✓ employment by an OP(F)CC or as civilian police staff; or
- √ being subject to a bankruptcy restriction order.

- Every nomination requires a proposer and a seconder.
- For elections to District, County and Unitary Councils and to Parliament, in addition the signatures of eight Assentors are required.
- But for the election of P(F)CCs, ninety eight Assentors are required - a total of 100 different signatures.
- Only registered electors with the requisite franchise to vote in the election may nominate.

- For Parliamentary and P(F)CC Elections, the nomination is not valid unless accompanied by a deposit in cash (or its equivalent).
- For elections to Parliament, a deposit of £500 is required.
- *But for the election of P(F)CCs, a deposit of £5000 is required.
- Candidates who achieve 5% of the votes cast will have their deposit refunded.

- For all except Parish elections, the Candidate may appoint an Agent.
- If the candidate fails to appoint an Agent, the legal responsibilities of that post revert to the Candidate.
- The Agent is responsible in Law for filing the Election Expenses Return.
- This is the mechanism by which the content and extent of a Candidate's campaign are controlled by the actual or deemed value of all campaigning material published and facilities used.

- On their Nomination Paper, each candidate may use a Description of not more than six words.
- That Description must either be a registered description of a registered Political Party, the word "Independent" or be left blank.
- Any description that is misleading or is likely to cause confusion will be disallowed.
- To use a registered description, the candidate must have a certificate of authority given by a designated official of the relevant registered Party.
- A candidate with such a certificate can request that an emblem registered to that Party appears against his name on the Ballot paper.
- The description and the emblem will appear against the candidate's name on the Ballot Paper.

- On the Nomination Paper, the candidate may indicate a "Common Forename" and/or "Common Surname" by which they may prefer to be identified.
- Thus "Janet Megan Smith-Brown" could prefer to use "Jan" or "Meg" as her only forename if that is the one by which she is usually known.
- *But strictly it is not permitted to be called just by one of your forenames and/or surnames, eg: in the example above "Janet Brown" or "Megan Smith" would not be permitted.
- The Home Address Form must also be lodged. This allows the candidate to withhold their home address from publication and instead merely to identify the local authority area where he or she resides.

P(F)CC Elections: Some Registered Party Emblems













P(F)CC Elections: the Campaign

- Historically, P(F)CC elections have seen very low turnouts. For a General Election, the turnout is typically 70%, for local government 30% 40% but for PCC elections the average has yet to break 20%.
- One factor in this is that there is no per elector freepost communication in P(F)CC elections. These are only available for Parliamentary and, hitherto, European elections.
- This puts a premium on party organisation money, manpower and intelligence.
- ¶ All parties direct their campaigns to increasing differential turnout that proportionately more of their supporters turn out than their opponents.
- Postal votes are a principal factor in increasing differential turnout. All the major parties give this particular attention.

P(F)CC Elections: the growing importance of Postal Votes

4. POSTAL BALLOT PAPERS IN UK ELECTIONS					
	Covering Postal votes included in count				
	Number of	envelopes		% of all postal	Postal votes
	postal ballot	returned before		ballot papers	as % of total
	papers issued	close of poll	Number	issued	valid votes
1945	1,219,519	1,032,688	1,018,329	83.5%	3.9%
1950	507,717	478,038	466,347	91.9%	1.6%
1951	831,877	756,967	742,574	89.3%	2.5%
1955	595,000	526,904	515,593	86.7%	1.9%
1959	692,827	612,231	598,559	86.4%	2.1%
1964	818,901	723,927	707,636	86.4%	2.5%
1966	617,481	528,006	513,041	83.1%	1.8%
1970	731,249	639,674	625,355	85.5%	2.2%
1974 Feb	743,441	645,080	628,907	84.6%	2.0%
1974 Oct	1,075,131	875,324	850,105	79.1%	2.8%
1979	847,335	714,892	691,969	81.7%	2.2%
1983	757,604	643,634	623,554	82.3%	2.0%
1987	947,948	818,349	793,062	83.7%	2.4%
1992	835,074	714,895	692,139	82.9%	2.0%
1997	937,205	764,366	738,614	78.8%	2.3%
20010	1,758,055	1,402,073	1,402,073	79.8%	5.0%
2008	5,362,501	4,110,039	3,963,792	73.9%	12.7%
2010	6,996,006	5,818,853	5,596,865	80.0%	18.8%
2015	7,592,735	6,516,228	6,302,073	83.0%	20.5%
201	8,412,060	7,155,315	6,986,581	83.1%	21.7%

POSTAL VOTES AT UK GENERAL ELECTIONS 20% 10% 30%

Sources:

2. Electoral Commission

Colin Rallings and Michael Thrasher, British Electoral Facts 1832-2006

P(F)CC Elections: the Imprint

- Every item of written material used to promote a candidate, their Party or their cause or to attack an opponent, their Party or their cause, must contain an Imprint.
- → The Imprint must comprise:
 - →the name and address of the promoter;
 - →the identity and address of that on behalf of which the item is published; and
 - →the name and address of the printer.
- → The purpose of the Imprint is to identify to whom and at which address complaints and legal process should be directed.
- The Imprint is required for leaflets, window bills, calling cards, posters and letters; it is also required on websites, newspaper and internet advertising and on a Facebook page but it is not required on individual posts or tweets.
- → The Printer's name and address is not required for Social Media material.

P(F)CC Elections: Some Campaign dos and don'ts

- X It is a serious criminal offence for one candidate to make an untruthful statement about the character or career achievements of an opponent.
- Party workers must not offer to handle absent voter applications but if requested can do so but only if the application reaches the Registration Officer within 24 hours.
- X Treating, providing voters with refreshment or entertainment, is strictly prohibited.
- On Polling Day tellers can request voters' polling numbers as they enter or leave the polling station but must not in any way seek to influence how votes are cast.
- Personation, someone impersonating a voter to exercise their vote, is fortunately rare in UK elections. If it does occur, it is punished severely.

P(F)CC Elections: Purdah- 1

- Purdah (pardah, "veil or curtain", Urdu and Persian) came into the English language with that original meaning in the early-19th century.
- It is now used to describe a period in the run-up to an election during which the relationship between public servants (eg: civil servants, local government officers, NHS staff and OP(F)CC staff) and elected members, candidates and political parties must be seen to be at arm's length.
- ☐ Broadly, Purdah runs for the "regulated period" in local government and PC(F)C elections and for the "short campaign" period for Parliamentary elections.

- ☐ Purdah applies throughout the Public Service; it applies to all branches, not just that to which the immediate election relates.
- ☐ There is no definitive definition of what Purdah comprises and for what period it applies. There are variant approaches between and within branches of the Public Service.
- Examples where Purdah applies:
 - photo-opportunities, eg: "cutting the first sod" of a new public building or opening a new road, cannot include elected members;
 - public pronouncements which might usually be by an elected member will be by a senior official;
 - electronic newsletters and Authority newspapers distributed to householders will be scheduled to appear outside the Purdah period;
 - ☐ though administrative issues (whether routine or urgent) will have to be dealt with as they occur and elected members consulted as usual, no policy initiatives can be announced or implemented.

P(F)CC Elections: The Count - 1

- The Counts are held on a District (not on a Parliamentary Constituency) basis.
- The local results are reported to the Police Area Returning Officer where the Central Calculation of the Police Area-wide result will be collated.
- Each District Count has a Local Returning Officer.
- In some Districts other elections may be taking place. It is also possible that a General Election or a referendum may take place on the same day. These could have an unpredictable effect on turnout and on the PCC result.

P(F)CC Elections: The Count - 2

- In each Count, the first stage is Verification when the number of ballots in a given ballot box is checked against the number issued.
- The Verification of postal ballots will have taken place separately on the same principle.
- In each case, the checked ballots will be put into mixed bundles. They will then be sealed and stored securely pending the Count.
- The next stage will be to mix ballots from at least two boxes (including postal votes) and then proceed to sort the first preference votes into separate piles for each candidate.
- Any bad or doubtful ballots will be set aside for adjudication. Those allowed will be included, those disallowed will be rejected.

P(F)CC Elections: The Count - 3

- If across the Police Area no candidate achieves 50%+1 of the valid votes in the first count, the second preferences come into play.
- The first stage of the Second Count is to set aside the ballots for the top two candidates. These will not be counted again.
- Then the ballots for the eliminated candidates will be sorted into four piles according to the second preferences:
 - one for each of the top two candidates;
 - a third where the second preference is for an eliminated candidate; and
 - a fourth where no second preference is marked or where the second preference is bad or doubtful.
- The piles of sorted second preferences are put into bundles, the doubtful second preferences that have been allowed are added and the combined result of the first and second preferences ascertained.

P(F)CC Elections: The Count - 4

- Recounts are at the discretion of the Police Area or Local Returning Officer.
- Only the Agent or the Senior Counting Agent designated for a District Count may request a recount.
- ➡ There are two types of recount:

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- ► A Bundle Check, where the bundles are checked to ensure that they are all for the same candidate; or
- A Full Recount, where the whole Count is repeated.

P(F)CC Elections: The Count - 5

- Voters do not have to give a second preference, but if they fail to give a first preference any second preference is disallowed.
- If a voter gives both of their preferences for the same candidate, the first preference will be good if otherwise in order. If the preferred candidate is not eliminated, the second preference will be superfluous. If that candidate is eliminated, the second preference will be invalid.
- In respect of any ballot paper:
 - Bon which votes are given for two or more candidates; or
 - Where there is anything except the official mark on the reverse indicating the identity of the voter; or
 - which is unmarked or void for uncertainty: the vote on that ballot will be disallowed.

P(F)CC Elections: The Count - 6

However, in respect of a ballot paper where the vote is marked:

- ✓otherwise than in the proper place; or
- ✓otherwise than by means of a cross; or
- **☑** by more than one mark:

the vote(s) on that ballot shall be allowed but only if:

- the voter's intention is clear; and
- the voter cannot be identified by the way
 the ballot paper has been marked.

Thank you for your interest and attention

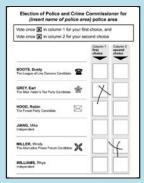
Any Questions?

Doubtful ballot papers - allowed votes: straightforward examples

Straightforward examples of allowed votes are provided here. All of these examples are based on the specific rules for the elections. Ultimately the decision on any particular ballot paper rests with the Local Returning Officer.

References are to the Police and Crime Commissioner Elections Order 2012.





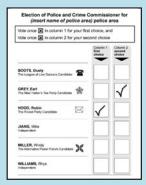
Allow for Grey as first preference and Miller as second preference. Rule 53(2)(a) – vote marked elsewhere than in the proper place.



Allow for Williams as first preference and Jiang as second preference. Rule 53(2)(c) – vote marked by more than one mark.

Vote once 🗷 in column 1 for your first choice, and Vote once 🗷 in column 2 for your second choice		
	Column 1 first choice	Column 2 sacond shoice
BOOTS, Dusty The League of Line Disness Candidate		
GREY, Earl The Mad Hadar's Tee Party Condidate	ges	
HOOD, Robin The Forest Party Cavolitate		
JANG, Miss independent		Rer
MILLER, Windy The Namustee Power Forum Candidate X		
WILLIAMS, Rhys		Г

Allow for Grey as first preference and Jiang as second preference. Rule 53(2)(b) – vote marked otherwise than by means of a cross.



Allow for Hood as first preference and Grey as second preference. Rule 53(2)(b) – vote marked otherwise than by means of a cross.

Doubtful ballot papers - allowed first preferences only

Suggested examples of allowed first preferences only are provided here. All of these examples are based on the specific rules for the elections. Ultimately the decision on any particular ballot paper rests with the Local Returning Officer.

References are to the Police and Crime Commissioner Elections Order 2012.

References to Rule 53(1) should be read, in respect of a second preference vote, with Rule 60(5)

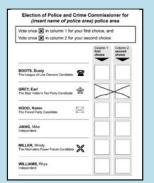




Allow for Boots as first preference and reject second preference – Rule 53(1)(b) – giving more than one second preference vote.

Vote once 🔀 in column 1 for your first choice, and Vote once 🔀 in column 2 for your second choice		
	Column 1 first choice	Column 2 second cheice
BOOTS, Dusty The League of Line Dancers Candidate		
GREY, Earl The Mair Hather's Tea Party Condicions (8)	X	X
HOOD, Robin The Forest Party Cancidates		
JANG, Miss Independent		
MILLER, Windy The Alternative Power Forum Candidate X		

Allow for Grey as first preference and second preference cannot be counted. Rule 60(2)(b) – second preference cannot be counted. If Grey has been elliminated from the contest, a ballot paper marked up in this way will not be included in the count of second preferences. If Grey has remained in the contest, the second preference is not included in the count because the voter has already given their first preference to Grey.



Allow for Grey as first preference, as equivalent to a cross in each box against Grey, and second preference cannot be counted. Rule 60(2)(b) – second preference cannot be counted.

Vote once 🔀 in column 1 for your firs Vote once 🔀 in column 2 for your se		
	Column 1 first choice	Column 2 second choice
BOOTS, Dusty The League of Line Directors Candidato		
GREY, Earl The Misc Hatter's Tea Party Candidate	X	
HOOD, Robin The Forest Party Condition		
JANG, Mike Independent		X
MILLER, Windy The Alternative Power Forum Candidate **Total Candidate** **Total Candidate**		

Allow for Grey as first preference and reject second preference. Rule 53(1)(e) – reject second preference vote as void for uncertainty as to the second preference vote. In this example, the inclusion of the candidate's name 'Miller' in the voting box conflicts with the cross in the second preference column and casts doubt over who the voter intended to vote for as to their second preference.

Doubtful ballot papers – allowed votes

Suggested examples of allowed votes are provided here. All of these examples are based on the specific rules for the elections. Ultimately the decision on any particular ballot paper rests with the Local Returning Officer

References are to the Police and Crime Commissioner Elections Order 2012.



Allow for Boots as first preference and Jiang as second preference. Rule 53(2)(b) and (c) – vote marked otherwise than by means of a cross and by more than one mark. In this example, the voter's intention is clearly indicated through the use of 'ticks'. Crosses have been used consistently as a negative statement, rather than as an indication of a positive choice.



Vote once 🗵 in column 1 for your first choice, and Vote once 🗵 in column 2 for your second choice		
	Column 1 first choice	Column 2 second choice
800TS, Dusty The Loague of Liter Duncers Candidate	1	
GREY, Earl The Mad Hatter's Tea Perly Cardidates		
HOOO, Robin The Forest Party Cancidate		
JIANG, Miles Independent		
MILLER, Windy The Alternative Power Forum Conditate		
WILLIAMS, Rhys independent		2

Allow for Boots as first preference and Williams as second preference. Rule 53(2)(b) – vote marked otherwise than by means of a cross.

Vote once ☑ in column 1 for your first choice, and Vote once ☑ in column 2 for your second choice		
	Column 1 first choice	Cotann 2 second choice
BOOTS, Dusty The League of Line Dancers Carolidate	X	
GREY, Earl The Most Hatter's Tex Party Candidate		
HOOD, Robin The Forest Party Canodate		
JANG, Mike Independent		
MILLER, Wordy The Alternative Power Forum Cardiston X		Δ
WILLIAMS, Rhys Independent		

Vote once ☑ in column 1 for your firs Vote once ☑ in column 2 for your se		
	Column 1 first shoose	Column 2 second choice
BOOTS, Dusty The League of Line Disnoirs Candidates	1	
GREY, Earl The Mind Hatter's Tea Party Candidate		
HOOD, Robin The Forest Piety Cancidate	2	
JIANG, Mike Independent		
MILLER, Windy The Alternative Power Forum Condition		
WILLIAMS, Rhys independent		

Allow for Boots as first preference and Hood as second preference. Rule 53(2)(a) and (b) – vote marked elsewhere than in the proper place (in relation to the second preference vote) and otherwise than by means of a cro



Allow for Hood as first preference and Miller as second preference. Rule 53(2)(a) – vote marked elsewhere than in the proper place (in relation to the first

Electoral Commission

Vote once 🗵 in column 1 for your fire	t choice, an	d
Vote once 🕱 in column 2 for your se	cond choice	Ċ.
	Column 1 first choice	Colores 2 second choice
BOOTS, Dusty The League of Line Dancers Candidate		2
GREY, Earl The Max Hatter's Tee Party Candidate		
HOOD, Robin The Forest Party Carolidate		
JANG, Miles Independent		1
MILLER, Windy The Alternative Proved Forum Candidate X		

Allow for Jiang as first preference and Boots as second preference. Rule 53(2)(a) and (b) – vote marked elsewhere than in the proper place (in relation to the first preference vote) and otherwise than by means of a cross.



Doubtful ballot papers - rejected votes

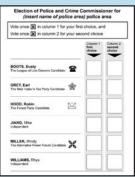
Suggested examples of rejected votes are provided here. All of these examples are based on the specific rules for the elections. Ultimately the decision on any particular ballot paper rests with the Local Returning Officer

References are to the Police and Crime Commissioner Elections Order 2012.

References to Rule 53(1) should be read, in respect of a second preference vote, with Rule 60(5).



Reject. Rule 53(1)(b) – more than one first preference given.



Rule 53(1)(d) - Ballot paper is unmarked.



Reject. Rule 53(1)(c) - voter can be identified.

Vote once ☑ in column 1 for your first choice, and Vote once ☑ in column 2 for your second choice		
Column 1 first choice	Column 2 second choice	
	1	
2		
	Concern 1 first should	

Reject. Rule 53(1)(e) – void for uncertainty as to the first preference vote. It is unclear whether the 1 in the second preference column is intended as a first preference vote or whether the voter used a 1 in the second column to indicate their second preference vote.



Reject. Rule 53(1)(e) – void for uncertainty as to the first preference vote

Vote once 🗵 in column 1 for your fin Vote once 🗵 in column 2 for your se		
	Column 1 Co first se sholce of	kurur 2 cond olce
BOOTS, Dusty The League of Line Dancers Candidate		X
GREY, Earl The Mind Hadlaris Too Perty Conditions		
HOOD, Robin The Forest Porty Candidate		
JIANG, Mike Independent		
MILLER, Wody The Atlantation Proper Forum Cardistate ###		
WILLIAMS, Rhys		

Reject. Rule 55(1)(e) – void for uncertainty as to the first preference vote. In this example, the cross in the second column could mean the voter intended to vote for Boots as their second preference and forgot to mark their first preference, or it could mean that they intended to vote for Boots as their first preference. It is therefore not clearly apparent whether the vote was intended as a first

The Electoral Commission

	in column 1 for y		
1		Colory first	1 Column 2 second
	/	- ₹	
BOOTS, Dusty The League of Line	Decemberation	2/	_
GREY, Earl The Med Heller's 1	na Party Caredon	for	
HOOD, Robin The Forest Party C		7	
JIANG, Mike			
MILLER Way	er Forum Canditure	26	V

Reject. Rule 53(1)(e) - void for uncertainty as to the

Election of Police and Crime Commissioner for (insert name of police area) police area		
Vote once 🗷 in column 1 for your firs Vote once 👿 in column 2 for your se		
	Column 1 first choice	Column 2 second choice
BOOTS, Dusty The League of Line Dancers Candidate		
GREY, Earl The Mad Hatter's Toe Party Candidate	X	
HOCO, Robin The Forest Party Canadata		
JANG, Miss Independent		X
MILLER, Windy The Attenuative Prover Forum Candidate		
WILLIAMS, Rhys		

Reject. Rule 53(1)(e) – void for uncertainty as to the first preference vote. In this example, the inclusion of the candidate's name 'Hood' next to the cross against Grey casts doubt over who the voter intended to vote for as a first preference. As a result, no first preference vote is clearly apparent.

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Eighth annual conference for Police (Fire) and Crime Panels Monday 18 – Tuesday 19 November 2019 Scarman House, Warwick Conference Centre

Conference breakout session: Effective scrutiny

Tim Young Frontline Consulting

www.frontlineconsulting.co.uk www.pcps-direct.net

₩PFCPConf2019

@pcpsdirect

@forcouncillors

- 238
- A Police and Crime Panel is a scrutiny body
- Its purpose is to:
 - ✓ scrutinise and challenge the Police and Crime Commissioner as a 'critical friend'
 - ✓ support the PCC in the effective exercise of their functions
 - promote openness in the transaction of police business



A PCP's statutory functions, scrutinising:



Budget Requirement

Legacy Council Tax Grants

Surplus on the 2014/15 Council

Apportionment between Unitary Councils

Police Grant

Precept

Precept

Formula Funding

Tax collection fund

Bedford Borough

Central Bedfordshire

Luton Borough

£'M

104.606

(40.567)

(23.461)

(4.637)

35.941

(0.849)

35.092

9.698

8.457

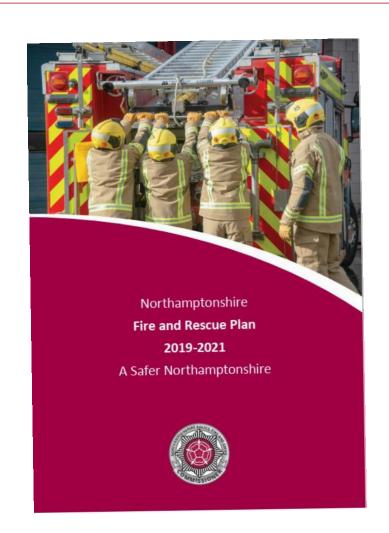
16.937

35.092

- PCC's Police and Crime Plan Section 28 (3), Police Reform & Social Responsibility Act 2011
- PCC's proposed Precept Schedule 5
- PCC's Annual Report Section 28 (4)
- PCC's appointment of the Chief Constable and a call for the CC to retire or resign — Schedule 8, Parts 1 & 2
- certain senior appointments and holding Page 239 public confirmation hearings for these posts - Schedule 1, paras. 10-12
- complaints about non-criminal behaviour of the PCC -Schedule 7, paragraph 3(2)(b)

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- Scrutinise an additional Fire Plan (although this may be amalgamated into a single Police, Fire and Crime Plan)
- Agree precept levels for both Fire and Police (separate consideration)
- Scrutinise the appointment, suspension and removal process of the Chief Fire Officer



What is effective scrutiny?



- Making a positive impact on the PCC's execution of their duties and delivery of their priorities
- Adding value through contributing to improving policing, increasing community safety and reducing crime
- Making a difference to local people



PANEL SURVEY QUOTES

"The panel has improved community projects, community liaison and retention of community support officers."

"There is a good dynamic between the PCC and PCP. There has been a build up of trust. The panel has been effective at maintaining focus on areas of prime concern to the communities, and areas of performance by the constabulary."

"The PCP has been effective by working together constructively towards a common goal – with very few political differences being obvious. The PCP has established and developed positive working relationships with the PCC and his officers and supported the PCC in the implementation of his strategic priorities as contained within the police and crime plan. There has been on-going, effective scrutiny of the PCC, including positive media coverage of the work of the panel."

"The panel has sought information on topical issues such as CSE [child sex exploitation] to promote public confidence in the policing service."

"The PCP has been effective in improving crime data integrity scrutiny, helping to ensure value for money from the transformation fund and scrutinising the PCC's precept proposal, drawing on independent expertise from one of the local authorities. The PCP has also been effective in triangulating what is being said in panel meetings with HMIC and the independent audit committee. The PCP is pushing for a workforce strategy."

"The PCP has been effective in its inquiry work on FGM [female genital mutilation], safer travel, procurement and community safety funding and establishing a complaints process."

What's broadly necessary for affective scrutiny?

- 242
- Clarity of role and good Panel/PCC working relationship
- Insight/understanding of the strategic policing landscape in the local area
- A sense of focus and direction prioritisation of workload
- Adequate staffing support
- Commitment by Panel members
- Sound use of resources
- Availability and timely supply of information to Panel



Delivering effective scrutiny: precept and budget



Key questions

- Precept provides funding to deliver priorities?
- Is VfM being secured?
- Is there a robust monitoring framework?

Approaches

 Year-round approach: panel working group, usually meeting quarterly (eg Cleveland, Thames Valley, Derbyshire, West Mercia, Warwickshire) or link person (N. Wales)

Briefings provided by PCC's Chief Finance

Officer (CFO), and/or:

Training - eg by host authority's CFO (Derbyshire) or budget/precept workshop (Essex)



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Delivering effective scrutiny: PCC Annual Plan



Key questions

- Does the Plan reflect local need assessments?
- Are resources/arrangements in place to deliver Plan objectives?
- Is Victims Services' commissioning and Crime & Disorder grant-making appropriate?
- Partnership working and collaboration?

Approaches

- Making recs on plan priorities, performance measures and service improvements
- Ongoing, focus on single or grouped objectives
- Using scoping template to brief OPCC for report (eg Lincs)
- Preparation workshop devising Lines of Enquiry (Suffolk)

DRAFT Project Scoping Template

Topic: Review the Commissioner's role and relationship with HM Courts and Tribunals Service

Objectives and Key Issues:

- To examine the relationship of the PCC with the courts service to include the areas the PCC has discussed with them and any improvements that have been made as a result of these discussions.
- To scrutinise recent court closures and what impacts there have been on access to justice particularly in relation to difficulties of access to hearings/trials for witnesses and
- To seek information on the PCC's role in the changes being made to the probation service following the failure of the government's attempts to privatise probation services. During this period of <u>privatisation</u> the average number of re-offences per offender rose by 22% nationally.

Delivering effective scrutiny: PCC Annual Report



Key questions

- State of force/services, policing and crime
- Performance and outcomes against
- priorities and budgets
- PCC's role and record in meeting objectives

Approaches

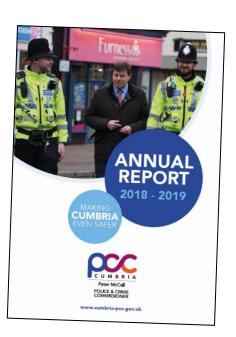
 Strategic: look back at last year's successes and challenges, forward to next year's opportunities and priorities

Challenge: use panel's own insights/research/

evidence/work to evaluate report, any actions required

Support: the PCC to hold the CC to account

Not a tick box exercise – involve public, stakeholders



Delivering effective scrutiny: confirmation hearings



Key issues to explore:

- Has the appointments process been fairly and properly conducted?
- Does the candidate have the required professional competence (and personal independence) to exercise the role?

Approaches

- Hold a preparation meeting, with all necessary information in advance
- Sort out questioning themes and specific questions
- Be clear what's permissible and what isn't
- A PCC-PCP protocol (eg N.Yorks, Hampshire, Leics): common understanding of timescales, responsibilities etc

NORTH YORKSHIRE POLICE AND CRIME PANEL

Protocol and Procedure for Confirmation Hearings

(Schedule I and 8 of the Police Reform and Social Responsibility Act 2011)

LO Introduction

- The Police and Crime Commissioner (the Commissioner) has responsibility for appointing the Chief Constable. The Commissioner must also appoint a Chief Executive and a Chief Finance Officer to support them. The Commissioner may appoint a Deputy Police and Crime Commissioner.
- 2. Before making such appointments the Commissioner has to notify the Police and Crime Panel (the Panel) and it must review the senior appointment. The Panel must hold a public Confirmation Hearing prior to making a report to the Commissioner, which includes a recommendation as to whether or not the candidate should be appointed.
- 1.3 This Protocol and Procedure sets out an agreed framework for carrying out our respective duties and responsibilities. It supplements and complements the statutory provisions.
- 1.4 (The Commissioner may also appoint such other staff as they think fit, but this Protocol and Procedure does not apply to those staff.)

.0 Protocol

- 2.1 It is important that the process relating to these Hearings is scrupulously fair. It is an unusual situation for the candidates involved to be interviewed for a job in a public forum. The process outlined below has been designed to ensure rigour and fairness in all circumstances.
- 2.2 Candidates will be treated with courtesy and respect throughout the whole appointment process, including at the Confirmation Hearing and in public statements relating to recommendations made by the Panel.
- 3 The Commissioner and the Panel will ensure that the different stages of the appointment process complement rather than duplicate each other.
- 2.4 The process will be rigorous, challenging and carefully planned
- 2.5 The focus will be on individuals' capabilities and expertise, their professional competence and personal independence. In order for the Panel to form a view on these issues, it will be important for the Commissioner to provide the Panel with reliable and objective evidence about the candidate.

Delivering effective scrutiny: Task and Finish groups

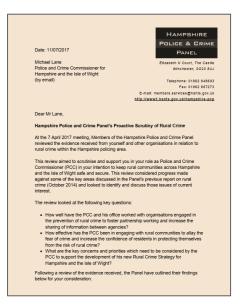


Key questions

- What is the issue here? What is our focus?
- Can we add value? Is it timely?
- What broad outcome(s) are we seeking?
- Can we scope and deliver a result?

Approaches

- Small working group: informal meetings, site visits, witnesses – or stakeholder events (eg Cheshire, Th.Vy)
- Key Lines of Enquiry
 - Evidence gathering and triangulation
- See for example Hampshire's 15 reports (bit.ly/2qJLbIQ) and West Midlands's mini-inquiries (bit.ly/2qFefRU)



Effective scrutiny: achievements, parriers and possible solutions

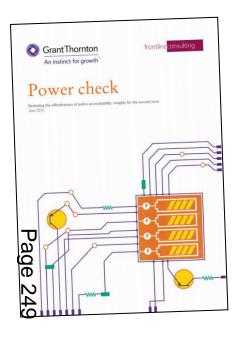


- What are your good examples of delivering effective scrutiny?
- What has helped the Panel to do so?
- Have you faced any barriers to effective scrutiny?
- How have you tried to overcome them?
- What has worked in doing so?

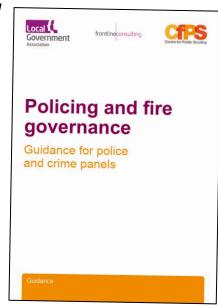
Resources

frontlineconsulting

Policing and fire governance: guidance for police and crime panels (Local Government Association, Frontline Consulting, Centre for Public Scrutiny, July 2019) at bit.ly/ 2X8oFWr



Power check: reviewing the effectiveness of police accountability: insights for the second term (Grant Thornton, Frontline Consulting, June 2016) at bit.ly/ 36YYplK



Various resources at www.pcps-
direct.net/information/ including Frontline

Consulting Guides on Chief Constable confirmation hearings and Regional Collaboration questions

frontlineconsulting



Ann Reeder
Director
07903 964812
ann@frontlineconsulting.co.uk

Dave Burn
Lead on policing and crime
07732 331000
daveb@frontlineconsulting.co.uk

www.frontlineconsulting.co.uk www.pcps-direct.net @PCPsdirect

Howard League for Penal Reform

Arresting the entry of women into the criminal justice system

Lorraine Atkinson Senior Policy Officer

Overview

- About the Howard League
- Howard League programme to arrest entry of women into the criminal justice system
- MoJ strategy for women
- Statistics on arrests of women
- Why a gender-informed approach to policing women
- Outcomes
- Questions and discussion



The Howard League for Penal Reform

- Oldest penal reform charity in the UK
- Established in 1866
- Works for less crime, safer communities and fewer people in prison
- Campaign to reduce child arrests led to fall of nearly 70% in seven years



Reducing the arrests of women

- Three year programme to stem the flow of women into the criminal justice system
- Aim to reduce arrests of women year on year
- Influence policy
- Share best practice



Arresting the entry of women into the criminal justice system.

Key points

- inquiry into reducing the arrests of women
- criminal justice system and is supporting the
- women and girls in the year ending March 2018
- · Across England and Wales last year, police · Women who need support should not be arrested women at a rate of one every five
- · Arrest is the first formal entry point into the criminal justice system

- The All-Party Parliamentary Group (APPG) on Women with histories of being victims of Women in the Penal System is conducting an violence and abuse are over-represented in the criminal justice system
- The Howard League for Penal Reform is Data published by the Home Office found that working to reduce the entry of women to the BME women were more than twice as likely to be arrested than white women
- The government has estimated that in 2015/16. Police carried out almost 103,000 arrests of policing costs for dealing with women were approximately £1bn

All Party Parliamentary Group on Women in the Penal System



'Coming into contact with the criminal justice system, and in particular custody, can undermine the ability of women to address the issues that have caused their offending'

Government strategy for women

June 2018

Arrests of women

- There were 97,000 arrests of women in the year ending March 2019
- Across England and Wales police arrested women at a rate of one arrest every five minutes
- Estimated policing costs for dealing with women are £1bn



Both black and mixed ethnic women are more than twice as likely to be arrested than white women. (2014)



The police, as a woman's first point of contact with the justice system, have a key role to play in helping women to take the first important steps to access support in order to address the problems in their lives'

Police Guidance managing vulnerability: women

June 2018

Police as first point of contact



Why might women come into contact with the police and the justice system?



How could the police respond?

Implement a process model that ensures officers take a gender-informed approach to all women with whom they come into contact, whether or not they are arrested

Police Guidance managing vulnerability: women

June 2018

The Equality Duty

'It is now well recognised that a misplaced conception of equality has resulted in some very unequal treatment for the women and girls who appear before the criminal justice system. Simply put, a male-ordered world has applied to them its perceptions of the appropriate treatment for male offenders....The criminal justice system could ... ask itself whether it is indeed unjust to women.

Baroness Hale DBE (2005) Longford Trust Lecture

What does a gender informed approach look like?

- Acknowledges the role of gender
- Treats women as individuals with the potential to make a positive contribution to wider society
- Addresses women's vulnerability
- Trauma informed
- Delivers women-specific services

Provide strong leadership by senior officers to ensure that the cultural and practical changes needed to implement this new process model are taken forward and embedded as business as usual

Police Guidance managing vulnerability: women

June 2018

Reducing arrests of women

- Does the Police and Crime plan include a strategy for women?
- Is there strong senior leadership?
- What evidence is available?
- How can you share learning and best practice?
- Is a women-centred approach to managing vulnerability embedded as business as usual?



Reducing arrests of women

Good practice:

- Avon and Somerset: Bridgwater women's centre
- Gloucestershire Police: the Nelson Trust
- Thames Valley Police: Alana House



Keep in touch

- Email Lorraine.Atkinson@howardleague.org
- Visit <u>www.howardleague.org</u>
- Sign up to our bulletins
- Become a member of the Howard League

References

Gov.uk (2019) Ethnicity facts and figures: crime, justice and the law, arrests

Home Office (2019) Police powers and procedures, England and Wales, year ending 31 March 2018. Statistical bulletin 24/18 25 October 2018

Home Office (2019) arrest statistics data tables

APPG on Women in the Penal System (2019) Arresting the entry of women into the criminal justice system. London: Howard League.

Ministry of Justice (2017) Statistics on women in the criminal justice system 2017. London: Ministry of Justice

Ministry of Justice (2018) Female offender strategy

Ministry of Justice (2018) Managing vulnerability: Women. fact pack (Police guidance on working with vulnerable women



Unseen: Who we are



Working towards a world without slavery

- Supporting survivors and potential victims of slavery; men, women and children
- Informing stakeholders; by providing training and awareness-raising, including with businesses and through secondary schools
- Influencing systemic changes; by working with the UK and international Governments





- Women's Safe House
- Men's Safe House
- UK Modern Slavery Helpline
- Anti-Slavery Partnerships
- Training

What is Modern Slavery?



- The illegal trade of human beings for exploitation, labour exploitation or sexual exploitation.
 - Not paid properly
 - No/little control over circumstances
 - Do not feel free to leave
 - Under a means of control...



Global and National Stats

How many victims estimated globally:

Over 40 million

How much money is human trafficking estimated to garner globally?

150 Billion US dollars

How many victims are estimated to be present in the UK?

By government in 2014: 10,000 – 13,000

Where is it happening? What cities?

Cities and rural communities across the UK



What we see in the UK

Criminal exploitation for begging

Domestic servitude in private households

Forced labour in nail bars

Forced labour in restaurants/take-aways

Forced labour in car washes

Forced labour in fishing

Forced labour in manufacturing

Forced labour in construction

Sexual exploitation

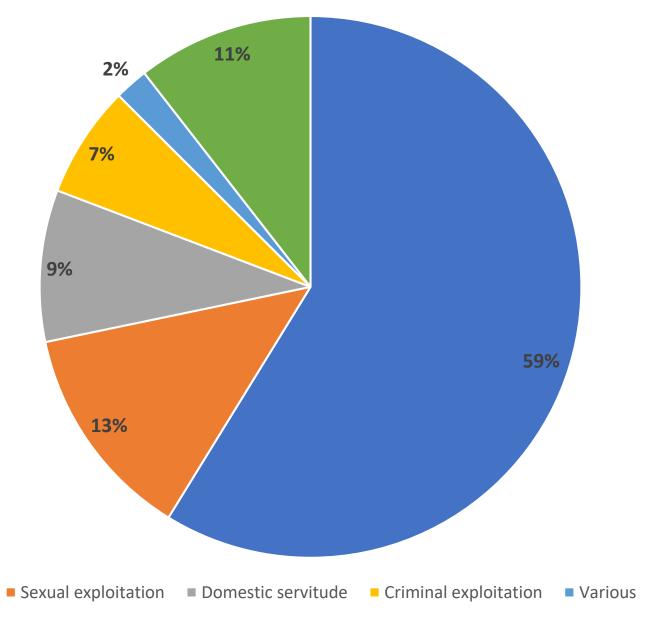
Criminal exploitation for drugs

Page 273

■ Forced labour

Types of Exploitation





From 2018 Helpline Annual Assessment

Unknown

unseen

Typical Venues – Forced Labour









Agriculture



Factories



Hospitality

Construction Cleaning

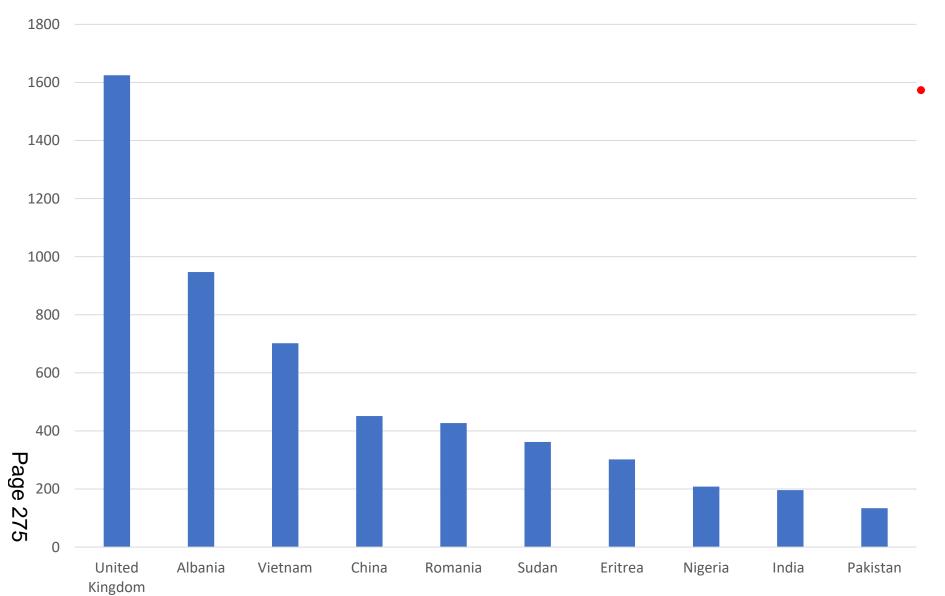


Care sector

Logistics

Victim Nationalities



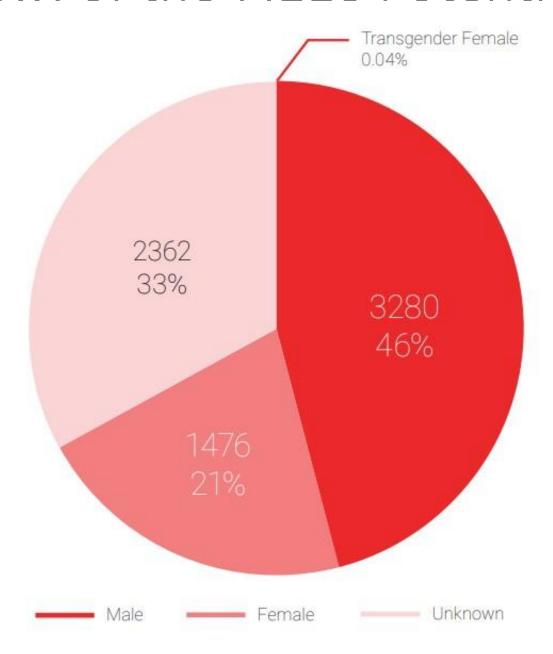


94 nationalities indicated to Helpline in 2018

From 2018 NRM annual report published by NCA

2018 Overview: of the 7.118 Potential Victims

indicated





From 2018 Helpline Annual Assessment

Page 277

So What?

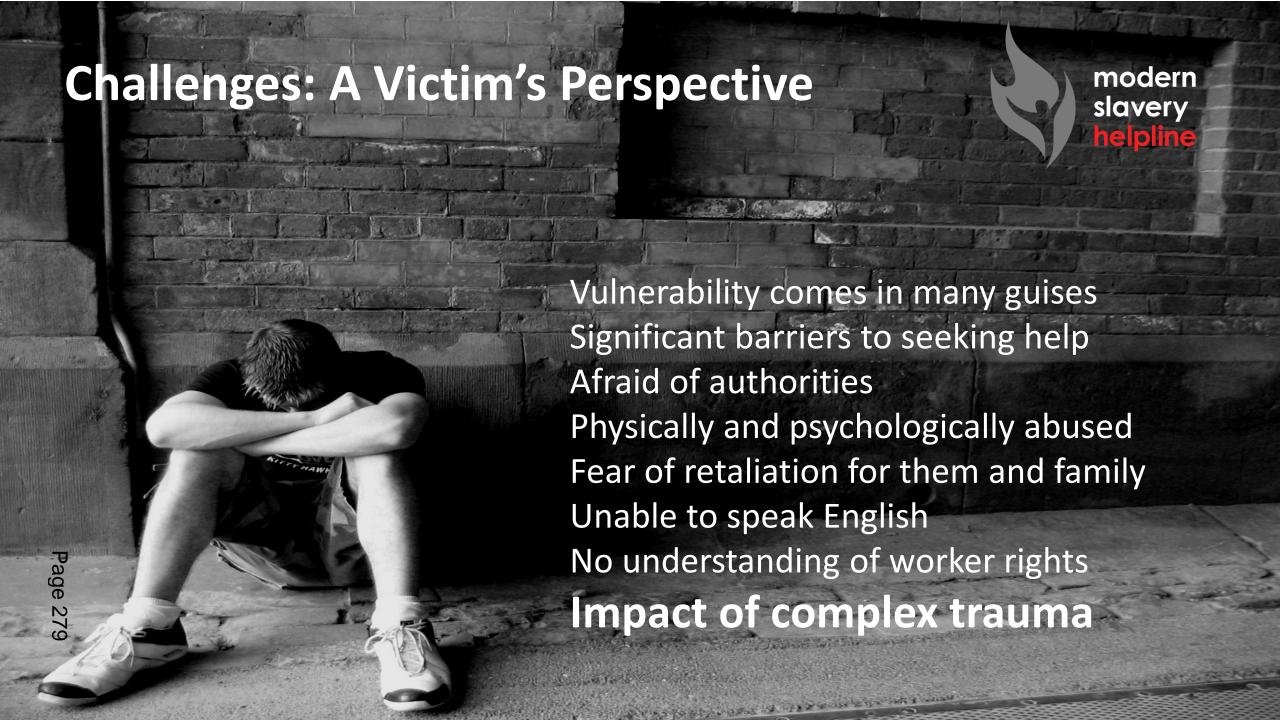


- Issue that is local, national, international
- Priority for PCC police and crime plan.
- Modern Slavery does not sit in isolation.
 - Overlapping vulnerabilities: homelessness, FGM, forced marriage, HMOs, begging, children in care/abused
 - Cuts across many other crimes and anti-social behaviour:
 - shoplifting, pickpocketing; cannabis cultivation; drug trafficking; illegal working; benefit fraud; begging; extortion; domestic violence; CSE; county lines

Challenges



- Funding is scarce
- Knowledge for all officers across force- e.g. of the NRM. Unseen App
- Multi-regional
- Complex crimes, difficult to prosecute and linked with other crime types
- Stopping with low-hanging fruit
- Lack of trust (in police)
- Misuse of statutory defence
- Symptomatic Responses to Complex Trauma
- Reaching insular communities; language barriers



DISPELLING MYTHS: Someone is not a victim if....



- They did not take opportunities to escape therefore they are not being coerced?
- They reject offers of help?
- They say they have a better life now than they had previously?

Opportunities



- Anti-Slavery Partnerships
- STROs, STPOs
- Asset seizure
- Collaboration with NGOs:
 - We won't arrest or prosecute our way out of this
 - victim advocate
- Helpline
- Targeted campaigns for potential victims and communities
- Training (as to signs and NRM) impact on victim
- Prevention with young people



UK-wide Modern Slavery Helpline



08000 121 700



- UK-wide we also take international calls
- Confidential and independent
- 24/7, 365 days a year
- Fully trained specialist staff
- Translation services
- Calls from potential victims, businesses, the public and statutory agencies, including the police for information, advice, and support
- Referrals to the police, NGOs, and local authorities
- Central point of contact for all NCA campaigns and many police and other partner campaigns
- Publish aggregate data

How can the Helpline help?



- Help identify indicators of modern slavery
- Speak with the Potential Victim and offer support to them as external NGO
- Offer support and reminders to professionals as to duties, next steps, service options
- Submission of Actionable Information eyes and ears
- Victim Advocate on Live Operations
- Raise Awareness
 - Offer unique Data to Field
 - Helpline is 24/7, Confidential, Translators Available

Reaching insular communities

Romanian

Welsh

Albanian

Polish

Slovakian

Lithuanian

Latvian

Bengali

Urdu

Hindi

Vietnamese

Chinese

Punjabi

Hausa

Yoruba

Arabic

Bulgarian

ARE YOU SCARED, IN DEBT TO YOUR EMPLOYER, BEING THREATENED OR CONTROLLED, DON'T HAVE ACCESS TO YOUR MONEY OR IDENTITY DOCUMENTS?

In the UK, all workers have rights.

If you think you are being abused or exploited eath us for help and support.

BẠN CÓ SỢ, MẮC NỢ CHỦ THUỀ CỦA MÌNH, BỊ ĐE DỌA HOẶC BỊ KIỂM SOÁT, KHÔNG ĐƯỢC SỬ DỤNG TIỀN HOẶC GIẤY TỞ TỦY THÂN CỦA MÌNH KHÔNG?

O' Yuroʻng quốc Anh. mọi người lao động đều có quyền.

Nếu ban nghĩ rằng ban dang bị lam dung hoặc bị bòs lột hãy gọi cho chúng tôi để được giúp đờ và hỗ tra.



In 3 years.....







Over 15,000 calls/webforms/app submissions



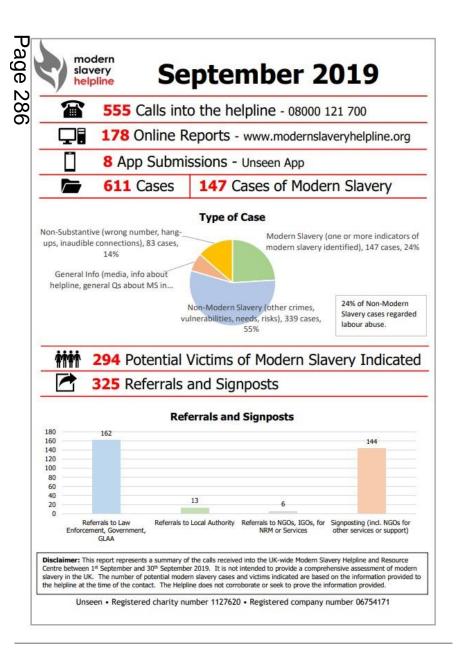
Over 4,700 cases of modern slavery recorded



Over 16,000 potential victims indicated



Over **5,700** referrals to police and safeguarding (covering **all** police forces in the UK)



Publishing Data



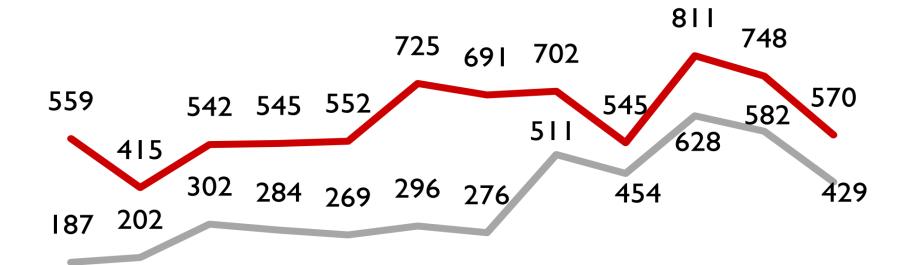
https://www.modernslaveryhelpline.org/information/stats

- The Helpline publishes monthly, quarterly and thematic reports
- We have published two annual assessments to date: 2017 and 2018, both available to download as PDFs from our website
- We produce bespoke reports to partners we are collaborating with: including police, local authorities, NHS, IASC
- Bespoke monthly reports break down reports by police force region and victim demographics such as age and gender





Contacts: 2017 and 2018





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theguardian

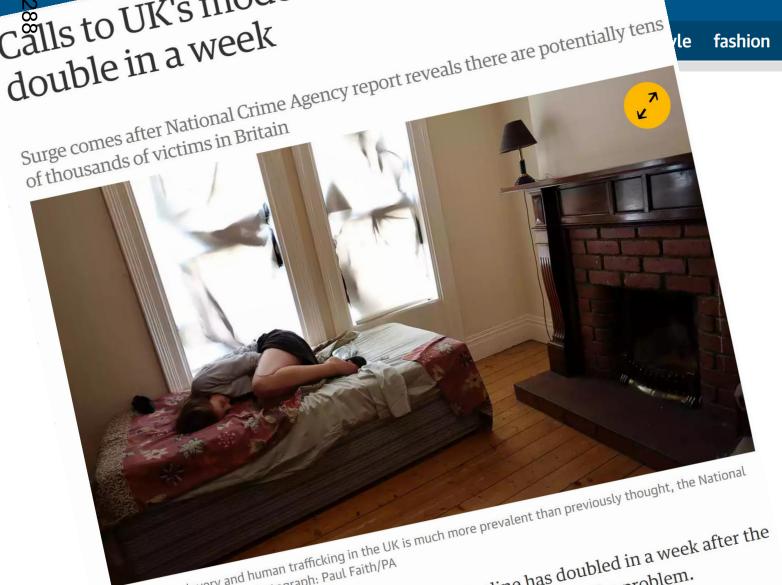
Calls to UK's modern slavery hotline double in a week

fashion

environment

tech travel

≡ all sections



When Awareness Increases, Calls and Reports Increase too

There were 210 instances of the c to police in our city in 2017/18 - υ 2016/17 and 29 in 2015/16

Page 289

West Midlands Anti Slavery Network

@WestMidsASN

West Midlands Anti Slavery Network

From the @WestMidsASN perspective its not an alarming rise so much as partnership working, awareness raising and promoting the @MSHelpline is starting to show signs of better reporting and confidence in the structures.



MdrnSlavery Helpline

@MSHelpline

At @MSHelpline we have seen correlation: as campaigns run increasing awareness- reports increase. Perhaps the more we look for it, the more we see it! Great focus @WestMidsASN. Crucial that communities know how to #report. Yes, #Collaboration key for effective process!

@WMPolice



Thank you

Using the Home Office Grant for Panels

Dave Burn

Frontline Consulting daveb@frontlineconsulting.co.uk

@PCPsdirect

#PFCPConf2019

frontlineconsulting









frontlineconsulting

Introductions





- 1. What do we know?
- 2. Changes
- 3. What are we doing?
- 4. Issues to consider
- 5. Conclusions and shared learning



What do we know?

- New grant arrangements introduced in the summer
- Purpose to bring into line with Cabinet office requirements
- New requirement on evidence
- No prescribed format for updates



Changes

Specifically, panels are requested to provide updates on referred to as critical stress factors:

- The number of public meetings held;
- Scrutiny documents and publications produced, including the Panel's annual report, and
- Engagement with the work of the Panel by members of the public and the Police and Crime Commissioner for the Constabulary.



Changes

Each annual review will result in the Authority* making a recommendation that the:

- Purpose and Agreement continue in line with existing plans; or
- Eligible Expenditure payable for the subsequent Funding Period should be revised (up or down); or
- CSFs should be re-defined and agreed; or
- Agreement should be terminated.

^{*} Authority is the Home Office and the recipient is the Local Authority receiving the grant



- 3. What are we doing?
- 4. Issues to consider
- 5. Conclusions and shared learning

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The Strategic Review of Policing in England and Wales

Rick Muir
Director of the Police Foundation





- Demand on policing has changed considerably in recent years
 - Crime is changing dramatically. New technology has led to an explosion in cyber crime which is borderless and cannot be managed through traditional policing. Changing social attitudes mean that vast areas of previously hidden and unreported harm are now taken seriously by the police and CJS, posing a challenge in terms of complexity and requiring a different response.
 - Some types of crime such as serious violence are rising, as is public concern about crime.
 - Non crime demand on the police has become more complex, linked to vulnerability and requires a multi agency response.





- These changes combined with reductions in funding have forced the
 police to prioritise, often in ways that conflict with traditional public
 expectations of the police. There is a feeling that the police mission
 has changed in response to austerity and shifting demand but without
 any public debate or explicit change of policy.
- The last big policing reforms (2010/11) were a response to a different set of problems (local accountability, targets, quangos etc) and a decade on it is time to take a fresh look at the overall system.
- There is a concern that policing policy has lacked a long term and strategic focus.
- It is time for an independent strategic review of policing in England and Wales.



Purpose of the Review

To consider

- The challenges to public safety the country will face in the 2020s and beyond;
- The strategic response required to meet those challenges;
- The role the police service should play as part of that strategic response;
- The changes required within policing to achieve this.



In doing so the Review will ask:

- How has demand changed and what will future demand look like?
- What are the public's expectations of the police?
- What should be the mission of policing in the 21st century?
- What capabilities does the police service require if it is to deliver on that mission?
- What resources does the police service need and how should these be distributed?
- What should the future police workforce look like?
- How should policing be organised locally, regionally and nationally?
- How should the police be held to account at these different levels?



- The Review will focus on policing in England and Wales, although it will refer to evidence from Scotland and Northern Ireland and indeed to international evidence;
- The Review will be strategic in that it will consider the long term challenges facing policing and will aim to set a strategy that is designed to take it into the 2030s;
- The Review will consider all of the different elements required to keep the public safe and secure, many of which are not within the control of the police service. It will focus on the role and capabilities of policing but understands that policing alone cannot achieve the outcomes sought.





- The Review will be independent, politically impartial, evidence-led, collaborative and public-facing.
- The Review will be chaired by Sir Michael Barber and Sir Bill Jeffrey will be the Vice Chair.
- The work programme (research and analysis, interim papers, final report, events, call for evidence) will be delivered by the Police Foundation.
- There will be an Advisory Board with representation of stakeholders from across policing and beyond.





- Phase 1: Challenge (Sept 2019 April 2020)
 - What are the public's expectations of the police?
 - How the police mission and mandate has changed?
 - What has happened to crime and non crime demand?
 - What will the future look like?



What we will do

- Phase 2: Capabilities (Jan 2020 Feb 2021)
 - What resources does the police service need and how should these be distributed?
 - What should the future police workforce look like?
 - How should the police work with others to achieve their mission?
 - How should policing be organised locally, regionally and nationally?
 - How should the police be held to account at these different levels?





- Phase 1: 4 insight papers, plus accompanying events, and a consolidated paper on challenge informed by a call for evidence
- Phase 2: 5 insight papers covering each theme, plus accompanying events
- A final report in June 2021



How to engage with us

Website policingreview.org.uk

Twitter @policingreview

Email <u>strategicreview@police-foundation.org.uk</u>

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DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

NATIONAL ASSOCIATION OF POLICE (FIRE) AND CRIME PANELS

Recommendations / key decisions required:

To note the report and decide whether the Dyfed-Powys Police and Crime Panel should join the National Association

Reasons:

- 1. The National Association was established in 2017 with the aim of giving Panels a unified voice when dealing with the Home Office
- 2. Owing to restrictions on the use of the panel grant to pay the required subscription fee, the Panel decided not to join the Association at that time.
- 3. At its AGM in November 2019 the Association resolved to adopted a revised constitution and terms of reference and make membership free to all panels

Report Author:	Designation:	Tel No.
		01267 224018
Robert Edgecombe	Lead officer	E Mail Address:
		rjedgeco@carmarthenshire.gov.uk



DYFED-POWYS POLICE AND CRIME PANEL 7TH FEBRUARY 2020

NATIONAL ASSOCIATION OF POLICE (FIRE) AND CRIME PANELS

The National Association of Police (Fire) and Crime Panels was established in 2017 with the following objectives;

- Provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs / PFCPs).
- Share ideas and experience in response to the expanding role of PCCs and PFCCs and thereby PCPs / PFCPs.
- Create a mechanism for direct liaison between PCPs / PFCPs and the Home Office.
- Provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others.
- Support the development of joint PCP /PFCP responses to relevant consultations.
- Promote professional standards.
- Share good practice and create guidance and other supporting materials for PCPs /PFCPs.
- Ensure stability and collective memory in a landscape where PCPs / PFCPs can undergo significant changes in membership.
- Provide capacity for horizon scanning across all PCPs / PFCPs.
- Promote better public understanding of the role of PCPs / PFCPs

Initially membership was by subscription, but issues with the use of the panel grant to pay those fees have led the Association to adopt a revised Constitution and Terms of Reference (attached). There is now no fee payable to join.

DETAILED REPORT ATTACHED?	YES



EICH CYNGOR ar leinamdani www.sirgar.llyw.cymru

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority File	LS-0511/57	County Hall Carmarthen





CONSTITUTION OF THE NATIONAL ASSOCIATION OF POLICE, FIRE AND CRIME PANELS

FUNDAMENTALS

- 1. The organisation by Constitution established and governed shall be styled "the National Association of Police, Fire and Crime Panels" ('the Association').
- 2. The Association shall maintain its recognition by the Local Government Association ("the LGA") as a special interest group of the LGA under clause 15 of the LGA Constitution.
- 3. Membership of the Association shall be open to each and every Police and Crime Panel (constituted under the Police Reform and Social Responsibility Act 2011) whether or not such a Panel has been constituted as a Police, Fire and Crime Panel under the Policing and Crime Act 2017. In any case of doubt whether an applicant is eligible for membership of the Association, it shall comply with the determination of the LGA Leadership Board.
- 4. In the functioning of the Association no distinction shall be made between Police, Fire and Crime Panels and Police and Crime Panels.
- 5. In these Rules references to:
- 5.1. "PCCs" includes both Police and Crime Commissioners and Police, Fire and Crime Commissioners;
- 5.2. "PCPs" includes both Police and Crime Panels and Police, Fire and Crime Panels; and
- 5.3. "constituent panels" refers to those PCPs which are paid-up members of the Association.
- 6. The Association shall operate wholly within its terms of reference as approved from time to time at the Annual General Meeting of the Association ("AGM").

ADMINISTRATION

- 7. The day-to-day business of the Association shall be carried on by the Officers of the Association comprising:
- 7.1. a Chairman;
- 7.2. not more than two Vice-Chairmen; and
- 7.3. a Treasurer;
 - who together with six additional members shall form an Executive Committee to be elected annually at the AGM from among the duly nominated representatives of the constituent panels.
- 8. In the event of a vacancy among the Officers of the Association or of the members of the Executive Committee, that Committee shall have the power to co-opt an eligible person to fill that vacancy until the next following AGM.
- 9. The Executive Committee may also appoint sub-committees to which it may remit any matter for examination and review and shall set the date by which each sub-committee shall report back and otherwise direct the scope and operations of the same.
- 10. At each AGM, the Chairman shall present (with the prior agreement of the Executive Committee) an Annual Report on the activities of the Association in the preceding year and of the Association's future work programme. Upon the same being adopted by the AGM, it shall be forwarded to the LGA.
- 11. The first AGM shall be held in November 2018 and subsequently annually thereafter.

- 12. At the AGM, each constituent panel shall have one vote. That vote shall be exercised by a member of the panel in question or of its support staff as designated by such panel.
- 13. Any expenditure on behalf of the Association of a sum exceeding £500 shall require the prior approval of the Executive Committee. All other expenditures shall require the prior approval of any two of the Officers of the Association.
- 14. Constituent panels wishing to withdraw from membership of the Association shall give written notice of such intention to the Chairman by 31st December in any year and such notice shall take effect on the 31st March following.
- 15. The quorum for the AGM or for the Executive Committee or a sub-committee thereof shall be the attendance of 30% of the constituent panels or members, as the case may be.
- 16. Decisions shall be reached at AGMs and at meetings of the Executive Committee or of sub-committees thereof by the majority vote of those attending and entitled to vote.
- 17. The accidental omission or failure to give due notice of any AGM, or of the meetings of the Executive Committee or any sub-committee thereof, to a constituent panel or member, as the case may be, shall not invalidate the proceedings of such meeting.
- 18. These Rules shall be adopted at the first AGM and may thereafter be amended at an AGM with the concurrence of a majority of the constituent panels.

NATIONAL ASSOCIATION OF POLICE FIRE AND CRIME PANELS

Terms of Reference

The NAPFCP Terms of Reference listed below were created at the inaugural meeting in April 2018 and accepted by the membership at the NAPFCP AGM held in November 2018:

- To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs / PFCPs)
- ❖ To share ideas and experience in response to the expanding role of PCCs and PFCCs and thereby PCPs / PFCPs
- To create a mechanism for direct liaison between PCPs / PFCPs and the Home Office
- To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others
- To support the development of joint PCP /PFCP responses to relevant consultations
- To promote professional standards
- To share good practice and create guidance and other supporting materials for PCPs /PFCPs
- ❖ To ensure stability and collective memory in a landscape where PCPs / PFCPs can have significant changes in membership
- To provide capacity for horizon scanning across all PCPs / PFCPs.
- To promote better public understanding of the role of PCPs / PFCPs.

