

Warwickshire Police and Crime Panel Agenda

4 February 2019

An extraordinary meeting of the Warwickshire Police and Crime Panel will be held at **Committee Room 2, Shire Hall, Warwick** on **Monday, 4 February 2019** at **10:30 am**

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at warwickshire.public-i.tv. Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

1. General

(A) Apologies

(B) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with (Standing Order 43).
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct. These should be declared at the commencement of the meeting.

(C) Chair's Announcements

(D) Minutes

To confirm the minutes of the meeting held on 22 November 2018

2. Public Question Time

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Tom McColgan, Democratic Services Officer in writing at least two working days before the meeting. Contact details are listed at the end of this agenda. You should give your name and address and the subject upon which you wish to speak, or the question you wish to ask. Full details of the public speaking scheme is set out in the Council's Standing Orders.

3. Proposed Local Police Precept 2019/20

To consider the Police and Crime Commissioner's proposed precept for 2019/20, and make a report to the Commissioner on the proposals by 8 February 2019.

Reports Attached:

(i) Warwickshire Budget 2019/20 and Medium Term Financial Plan 2019/20-2021/22

(ii) 2019/20 Precept Consultation Summary

4. Work Programme

To consider and review the Panel's work programme

5. Dates of Meetings 2018/19

To note the arrangements for future meetings. All Police and Crime Panel meetings start at 10.30 am, unless specified otherwise. The following meetings are scheduled at Shire Hall, Warwick:

Thursday 14 March 2019

Thursday 20 June 2019

Thursday 19 September 2019

Thursday 21 November 2019

6. Any Urgent Items

At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

Reports Containing Confidential or Exempt Information

"That members of the public be excluded from the meeting for the items below on the grounds that their presence would involve the disclosure of confidential or exempt information as defined in Paragraphs 1, 2 and 3, Schedule 12A of the Local Government Act 1972 as amended"

7. Exempt Minutes

To confirm the minutes of the meeting held on 22 November 2018

8. Complaints

To consider any complaints received and considered regarding the conduct of the Police and Crime Commissioner.

Warwickshire Police and Crime Panel Membership

Councillors:

Councillor Mike Brain	Warwickshire County Council
Councillor Richard Chattaway	Warwickshire County Council
Councillor Nicola Davies	Warwickshire County Council
Councillor Neil Dirveiks	Warwickshire County Council
Councillor Tony Jefferson	Stratford-on-Avon District Council
Councillor Barry Longden	Nuneaton and Bedworth Borough Council
Councillor Derek Poole	Rugby Borough Council
Councillor David Reilly	North Warwickshire Borough Council
Councillor Andrew Thompson	Warwick District Council
Councillor Adrian Warwick	Warwickshire County Council

Co-opted Independent Members:

Bob Malloy
Andy Davis

Contact Details

For general queries regarding this agenda please contact:
Tom McColgan, Tel 01926 418079
Email: tommccolgan@warwickshire.gov.uk

Minutes of the meeting of the Warwickshire Police and Crime Panel held on 22 November 2018

Present:

Members of the Panel

Councillors:

Mike Brain	Warwickshire County Council
Nicola Davies (Chair)	Warwickshire County Council
Tony Jefferson	Stratford-on-Avon District Council
Barry Longden	Nuneaton and Bedworth Borough Council
Derek Poole (Vice Chair)	Rugby Borough Council
David Reilly	North Warwickshire Borough Council
Adrian Warwick	Warwickshire County Council

Independent Members

Andy Davis
Bob Malloy

Warwickshire Police

Martin Jelly Chief Constable

Office of the Police and Crime Commissioner (OPCC)

Sara Ansell	Head of Finance
Neil Hewison	Chief Executive
David Patterson	Performance and Scrutiny Policy Officer
Philip Seccombe	Police and Crime Commissioner
Neil Tipton	Head of Media and Communications

Warwickshire County Council Officers

Tom McColgan	Senior Democratic Services Manager
Jane Pollard	Legal Services Manager

1. General

1) Apologies

- 1.1 Councillors Chattaway, Dirveiks and Thompson gave their apologies for the meeting.

2) Members' Disclosures of pecuniary and non-pecuniary interests

- 1.2 There were no disclosures of interest.

3) Chair's Announcements

- 1.3 The Chair stated that along with Councillor Poole, Bob Malloy and Andy Davis she had attended the Police and Crime Panels conference at Warwick University on 12 November 2018. While at the conference the Chair and Vice Chair met with their counterparts from the West Mercia Police and Crime Panel to discuss how the panels would approach the termination of the strategic alliance between Warwickshire and West Mercia. The Chair had also met with the Policing HNC/D students at North Warwickshire and Hinckley College and spoke to them about the Police and Crime Panel's role in scrutinising the Police and Crime Commissioner.

4(i) Minutes of the previous meeting held on 20 September 2018

Resolved: That the minutes of the meeting held on 20 September 2018 be confirmed as a correct record and signed by the Chair.

4(ii) Minutes of the special meeting held on 25 October 2018

Resolved: That the minutes of the special meeting held on 25 October 2018 be confirmed as a correct record and signed by the Chair.

2. Public Question Time

- 2.1 There was no public involvement.

3. Warwickshire Chief Constable's Address

- 3.1 The Chief Constable spoke to his presentation (appendix 1). He highlighted the force's vision 'protecting people from harm' and their ambition 'being great at protecting the most vulnerable'. He felt that these messages were embedded at all levels throughout the force and informed the way in which officers approached their work. The Chief Constable stated that he took responsibility for the disappointing PEEL ratings of 'requires improvement' for Legitimacy and Effectiveness and that he was committed to lifting these back up to 'good'. He also advised the Panel that he felt that the Police and Crime Commissioner needed to set the Council Tax Precept at the maximum allowed in order to guard against any the uncertainty caused by the termination of the alliance. The Chief Constable concluded that Warwickshire Police was a proud force with a 160 year tradition of serving Warwickshire and that despite the challenges presented by the current circumstances officers and staff had pulled together to ensure the Force would continue to effectively serve the community.
- 3.2 In response to Councillor Warwick, the Chief Constable stated that he felt that the impact of historical crimes being recorded had plateaued and that crime figures were starting to reflect the true crime levels in the county and were showing a genuine reduction in crime in the current year.

- 3.3 In response to Councillor Poole, the Chief Constable stated that it was not easy to separate reporting of historical crimes to contemporaneous reporting of crimes and Warwickshire had seen similar levels to elsewhere in the country. He stated that it was a positive sign for society that victims now had the confidence to come forward.
- 3.4 In response to Councillor Brain, the Chief Constable stated that detection rates had fallen as the Force had become more rigorous in recording incidents that may have previously not been recorded and which there was little chance of detecting. A reduction in staff numbers had also negatively affected detection rates. The reduction in funding to the Crown Prosecution Service and Courts had also contributed to a fall in positive case outcomes.
- 3.5 In response to Councillor Warwick, the Chief Constable stated that there was a long way to go both nationally and locally in addressing cybercrime. Detectives in Warwickshire were receiving additional specialist training but the resources were not available to provide this training to all officers and staff. The Police and Crime Commissioner added that he provided funding for two cybercrime advisers who worked as part of Warwickshire County Council with residents to raise awareness of cybercrime and how to protect against it.
- 3.6 In response to Councillor Reilly, the Chief Constable stated that he was confident that the local policing model in Warwickshire was working effectively and he had no plans to change how it operated. Safer Neighbourhood Teams were playing a role in the reduction in antisocial behaviour across the county. They were the backbone of the local policing model and in the Chief Constable's opinion were there to stay.
- 3.7 In response to Andy Davis, the Chief Constable stated that the recruitment of new officers agreed in the 2018/19 budget had not been as quick as he would have wished. The delay had been caused by the Force having to build up the infrastructure necessary to recruit a large number of new officers. Civilian Investigators had been employed to help fill the gap in the short run. The Chief Constable stated that the whole of the workforce was now involved in recruitment with existing officers and staff being encouraged to refer people they thought would be good applicants. In the last two weeks there had been around 200 new applications to join the Force. The Chief Constable added that he felt the recruitment drive had also served to maintain good morale in the Force.
- 3.8 In response to Councillor Brain, the Chief Constable stated that while he did not know the exact figures but there had not been a significant number of officers transferring to West Mercia. He stated that officers were more likely to have transferred to West Midlands Police especially firearms officers due to the firearms centre located in the Force.
- 3.9 In response to Councillor Brain, the Chief Constable stated that during his term he had worked with partners across the county to establish a Multi-Agency Safeguarding Hub which meant that vulnerable individuals could be identified much quicker and support put in place, this was true for both vulnerable young and older people. There had also been an increase in training around identifying vulnerable individuals across the Force.

- 3.10 In response to Councillor Brain, the Chief Constable stated that the Force was addressing drug related crime in the County at all levels from the Safer Neighbourhoods Teams tackling street level offences to the Force being actively engaged in the serious and organised crime space regionally and beyond. The Police and Crime Commissioner added that there had been significant investment in Automatic Number Plate Recognition cameras to help with investigations into drug related crime.
- 3.11 Councillor Longden stated that anecdotally the confidence in the police force did not appear to be rising; certainly among residents that had reached out to him. He also stated that fear of crime seemed to be rising in the north of the County where there had been a number of high profile violent crimes.
- 3.12 The Chief Constable responded that there was no measure of fear of crime kept by the police but that this did not mean that it was not a real issue across Warwickshire but especially in the north. In terms of confidence in the Police Force the National Crime Survey placed Warwickshire Police 16th in the county and third in a comparator group of eight similar forces. Of individuals who came into contact with the Police over 80% reported that they were satisfied and when the most vulnerable individuals were surveyed 90% reported that were satisfied.
- 3.13 In response to the Chair, the Chief Constable stated that the trial of having a mental health nurse in the control room to provide expert advice to responding officers had been successful but the funding from partners had not been available to allow it to continue. The Police and Crime Commissioner stated that Warwickshire Police was working with the three Clinical Commissioning Groups in the county to have mental health professionals accompanying Officers on callouts to enable triage and assessments to take place much quicker; improving outcomes for individuals and reducing amount of officer time taken up supervising individuals while they awaited assessment under the mental health act.
- 3.14 In response to Councillor Brain, the Chief Constable stated that the new control centre would be established with a longer term investment in new systems. The Chief Constable stated that while the older systems did cause officers some frustrations when they did not work as intended, there had been the introduction of remote working to improve efficiency.
- 3.15 In response to Councillor Reilly, the Chief Constable stated that since he had been appointed in 2015 it had been his opinion that Warwickshire would maintain a control room in Warwickshire and would not look to move to a single control room based in West Mercia. The Chief Constable thus did not recognise the characterisation of the decision to open Stuart Ross house as being sudden as had been asserted at the West Mercia Police and Crime Panel.
- 3.16 In response to the Chair, the Chief Constable stated that Officers were victim focused and aware of the support available and referred victims to the appropriate services. The Police and Crime Commissioner added that he hoped to announce the provider for the newly commissioned Victims Service in the coming weeks. The Commissioner stated that his office and the Force both understood that the victim came first in criminal justice and he was convinced that the experience of the victim had improved.

3.17 **Resolved:** That the Police and Crime Panel noted the Chief Constable's address

4. **Report on the Work of the Warwickshire Police and Crime Commissioner**

Strategic Alliance

- 4.1 The Police and Crime Commissioner introduced the report. He stated that the unilateral decision to end the Strategic Alliance between Warwickshire and West Mercia Police Forces taken by the West Mercia Police and Crime Commissioner had presented considerable challenges. The Commissioner, however, was determined that Warwickshire Police would maintain a high standard and was convinced that the unfortunate circumstance would give rise to new opportunities for the Force to improve the way it worked. He stated that the three options for Warwickshire Police post alliance were; a standalone force, some shared services with West Mercia, or collaboration with other partners. While planning for the end of the alliance was inevitably going to take up a lot of senior officer's time the Commissioner sought to reassure the Panel that the day to day work of policing the county would not be affected.
- 4.2 In response to Bob Malloy and Councillor Reilly, the Police and Crime Commissioner stated that he was certainly considering partnering with other public sector bodies or looking to the private sector to provide what were known as 'enabling services' such as HR and finance. The Commissioner stated that he had not ruled any options out going forward and that his office had been approached by a range of organisations included other Forces who wished to investigate potential future collaboration.
- 4.3 In response to the Chair, the Police and Crime Commissioner stated that he still felt that 12 months was not sufficient time for such a large alliance to be effectively split but West Mercia had indicated that they were not inclined to extend the transition period. The Commissioner stated that an exit strategy was expected to be prepared by mid-December and he then hoped to have a road map for the direction of Warwickshire Police post-alliance by the end of the current financial year.
- 4.4 In response to Andy Davis, the Police and Crime Commissioner agreed that it would be very challenging to consider all possible options within the 12 month time frame that has been set. The Commissioner emphasised that leaving the alliance gave Warwickshire Police an opportunity to reflect on how it operated and way that the force could work better in the future.
- 4.5 In response to Councillor Warwick, the Police and Crime Commissioner stated that he was taking legal advice on the interpretation of the clause in the alliance agreement which stipulated that the party terminating the alliance would cover the costs to ensure that any cost that were payable to Warwickshire were payed.

2019-2020 Budget

- 4.6 The Chair invited the Police and Crime Commissioner and the Head of Media and Communications, Office of the Police and Crime Commissioner to give a verbal update on the precept consultation as part of the Commissioner's report rather than as a stand-alone item.
- 4.7 The Police and Crime Commissioner stated that the end of the alliance on 9nd October 2019 meant that the way the Force operated would fundamentally change halfway through the coming financial year and the manner of operation and thus the costs of the Force from 9 October 2019 was not yet known. Consequently the Commissioner would have to set his budget for 2019-20 based on assumed costs for the Force outside of the alliance. All assumptions used to set the budget would be laid out at the Panel's precept meeting in February.
- 4.8 The Head of Media and Communications stated that beyond the challenge caused by the termination of the alliance the Government had also not yet made any announcements on the Police Funding Settlement for 2019-20. This left the Office of the Police and Crime Commissioner to try and formulate a sensible consultation without knowing the basis on which the Commissioner could set the Council Tax Precept. Further uncertainty had been caused by the Home Office's review of police pensions funding which would potentially place an increased cost on the Police. The Head of Media and Communications stated that he hoped there would be some clarity around police funding by early December with the consultation starting by mid-December. The forced delay in going out to consultation would mean that the consultation would have to rely more heavily on social media to generate responses than would have otherwise been the case if the Officer of the Police and Crime Commissioner had been able to prepare the consultation earlier and print more leaflets or letters.
- 4.9 Andy Davis stated that he had been working with the Head of Media and Communications to design an improved consultation for 2019-20. Andy Davis welcomed the ambition of the Police and Crime Commissioner to go out to consultation earlier than in previous years with a full consultation and regretted that circumstances had prevented this.
- 4.10 In response to the Chair, the Police and Crime Commissioner assured the Panel that the consultation was important and would influence the 2019-20 budget. The Commissioner also stated that he would look to the Panel to help promote the consultation and drive response rates.

Athena

- 4.11 The Police and Crime Commissioner stated that his office had prepared a report on Athena which the Force had responded to and had produced an action plan to address issues identified. The Commissioner stated that he felt Athena was going to be the long term solution for the Force's IT platform and that user confidence was improving but officers and staff who did not use the system very often were still struggling.

Other Activities

- 4.12 The Police and Crime Commissioner gave an overview of the other activities detailed in the report including working with partner organisation including the County Council to implement the Victim and Witnesses Charter and working regionally to implement a new qualification that would be open to staff to help them progress in the force.

Resolved: That the Police and Crime Panel noted the report

5. Precept Consultation

- 5.1 The verbal update on the precept consultation was considered with Item 4.

6. Victims and Witnesses Charter

- 6.1 The Chief Executive, Office of the Police and Crime Commissioner introduced the report which covered the impact of the Victims and Witnesses charter which was now well established in the Force. The Charter was central to the Commissioner's Police and Crime Plan and was reflected in how the Office of the Police and Crime Commissioner approached its work. An operational group had been established through the Local Criminal Justice Group which examined any negative feedback from victims. The Chief Executive stressed that there was still a lot of progress to be made but the Police and Crime Commissioner was determined to continue pushing the charter forwards. The Police and Crime Commissioner was in the process of commissioning a new Victims Service which looked to create a coherent approach to victim management across Warwickshire.
- 6.2 Councillor Reilly noted figures in the performance report showed a 6% fall in victim confidence which seemed to run contrary to the good work outlined in the Victims and Witnesses Charter update.
- 6.3 The Police and Crime Commissioner responded that addressing victim confidence in the police was a priority for his office and the Force. He stated that he also felt that possibly due to the work done to empower victims they were now more willing to speak out when they had an issue. The Chief Executive stated that he agreed with Councillor Reilly that the figures seemed to represent a deteriorating situation. He felt that a fundamental weakness was follow up which had been an issue for a number of years and was not a new problem. The Chief Executive stated that the figures may be somewhat distorted by the manner in which feedback was collected as no account was made for instances where interactions had not required any follow up. In instances where no follow up had been required individuals were had still been asked their opinion about the quality of follow up and as there had been none this was recorded as a negative outcome. The Performance and Scrutiny Policy Officer, Office of the Police and Crime Commissioner added that work was being done to improve the quality of data. Higher quality data would lead to a better understanding of why individuals were not satisfied.
- 6.4 Councillor Reilly welcomed the Commissioner's commitment to challenge the Force on the declining satisfaction as Warwickshire residents were being asked to pay more towards the police through the precept at the same time as their satisfaction with the service provided was falling.

- 6.5 The Police and Crime Commissioner responded that he felt that local policing was the key to creating neighbourhoods which felt safer and that the revenue generated by the increase in the precept in 2018-19 had been spent on local policing. He stated that fear of crime was exacerbated by a reduction in visible policing presence and had contributed to the decline in satisfaction. The Chief Executive stated that the Force still had an 80% satisfaction rate which was a high level of satisfaction when compared with other forces.
- 6.6 Bob Malloy stated that one of the most distressing things for a victim was when a case was dropped by the prosecution service or a defendant was found not guilty despite a large amount of evidence. He stated that pressure on the Crown Prosecution Service and HM Courts and Tribunal Service had created resulted in situations where the prosecution had not be able to prepare their case but the courts were unwilling to adjourn a case as this represented a cost to them. The result was damaging to the confidence of both victims and witnesses.
- 6.7 The Chief Executive responded that he was acutely aware of the pressures on the different services and the issues were examined when they arose. The Police and Crime Commissioner however did not have any legal power over the courts or prosecution service and was not able to directly influence them. The Police and Crime Commissioner did have a role in bringing the different services across the county together to promote more integrated working.
- 6.8 Councillor Longden stated that he was concerned that witnesses were not being given as much attention as victims. He stated that earlier in the year several individuals in Nuneaton and Bedworth that reported crimes had then refused to participate as a witness out of fear of retribution.
- 6.9 The Police and Crime Commissioner stated that he was aware that there were those that did not wish to come forward and give evidence. The Charter was about bringing together agencies in the criminal justice system to create a better and more coherent approach to help encourage witnesses to participate in prosecutions. The Commissioner hoped that giving witnesses the ability to provide testimony via video link would help to encourage witnesses to take part in prosecutions. He also stated that he was aware that it was an area that the Ministry of Justice was also investigating.
- 6.10 The Chair suggested that the Planning and Performance Working Group may wish to take a more in depth look at Victim Satisfaction at a future meeting.
- 6.11 **Resolved:** That the Police and Crime Panel noted the report

7(i). Report of the Planning and Performance Working Group

- 7.1 Bob Malloy, chair of the Planning and Performance Working Group updated the Panel on the group's last meeting. He stated that the group recognised the challenge and scrutiny of Athena's implementation from the Police and Crime Commissioner and in turn the Chief Constable's work to address the issues which had been highlighted. While the Group welcomed the work which was being done to address the two areas rated 'requires improvement' at the last inspection there was concern about the impact of the breakdown of the alliance on efficiency which had been rated 'good' at the last inspection.
- 7.2 The Group also received assurances that it was business as usual for front line policing which had been echoed today. It was important for the Panel to keep the additional pressure which had been placed on the Force and on the Office of the Police and Crime Commissioner by the termination of the alliance when asking them to report to the Panel or the working groups.
- 7.3 **Resolved:** That the Panel noted the draft minutes of the Planning and Performance Working Group meeting held on 5 November 2018.

7(ii). Update from the Budget Working Group

- 7.4 Councillor Warwick provided a verbal update of the group's last meeting on 21 November 2018. The key issues the Budget Working Group had considered were police pensions, the strategic alliance and the settlement from government all of which had been discussed by the Panel earlier in the meeting. Councillor Warwick stated that the position at the end of the year was expected to be that £2.1 million less had been drawn down from reserves resulting largely from lower staffing costs due to the delay in recruiting officers.
- 7.5 **Resolved:** That the Panel noted the verbal update.

The minutes of the meeting on 21 November 2018 are included as Appendix 2

8. Work Programme 2018-19

- 8.1 **Resolved:** The Work Programme was noted as tabled.

9. Dates of Meetings 2018-19

The Chair invited the Panel to take note of the future meeting dates:

Friday 4 February 2019 (Precept meeting)
Thursday 14 March 2019

Reports Containing Confidential or Exempt Information

The Chair moved that, in light of the remaining items on the agenda, that members of the public be excluded from the meeting for item 12 on the grounds that their presence would involve the disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Section 12(a) of the Local Government Act 1972.

Resolved

That the Police and Crime Panel meeting moves into private session.

10. Urgent Items

- 10.1 The Panel considered an urgent item to receive an update on the progress of the alliance negotiations from the Office of the Police and Crime Commissioner.

11. Complaints

- 11.1 The Panel was provided with an update.

The meeting rose at 1:40pm

.....
Chair

Force Update Police & Crime Panel

Chief Constable
Martin Jelley QPM
November 2018





Our Vision:

‘Protecting people from harm’

We will protect the public from death, injury, loss and distress

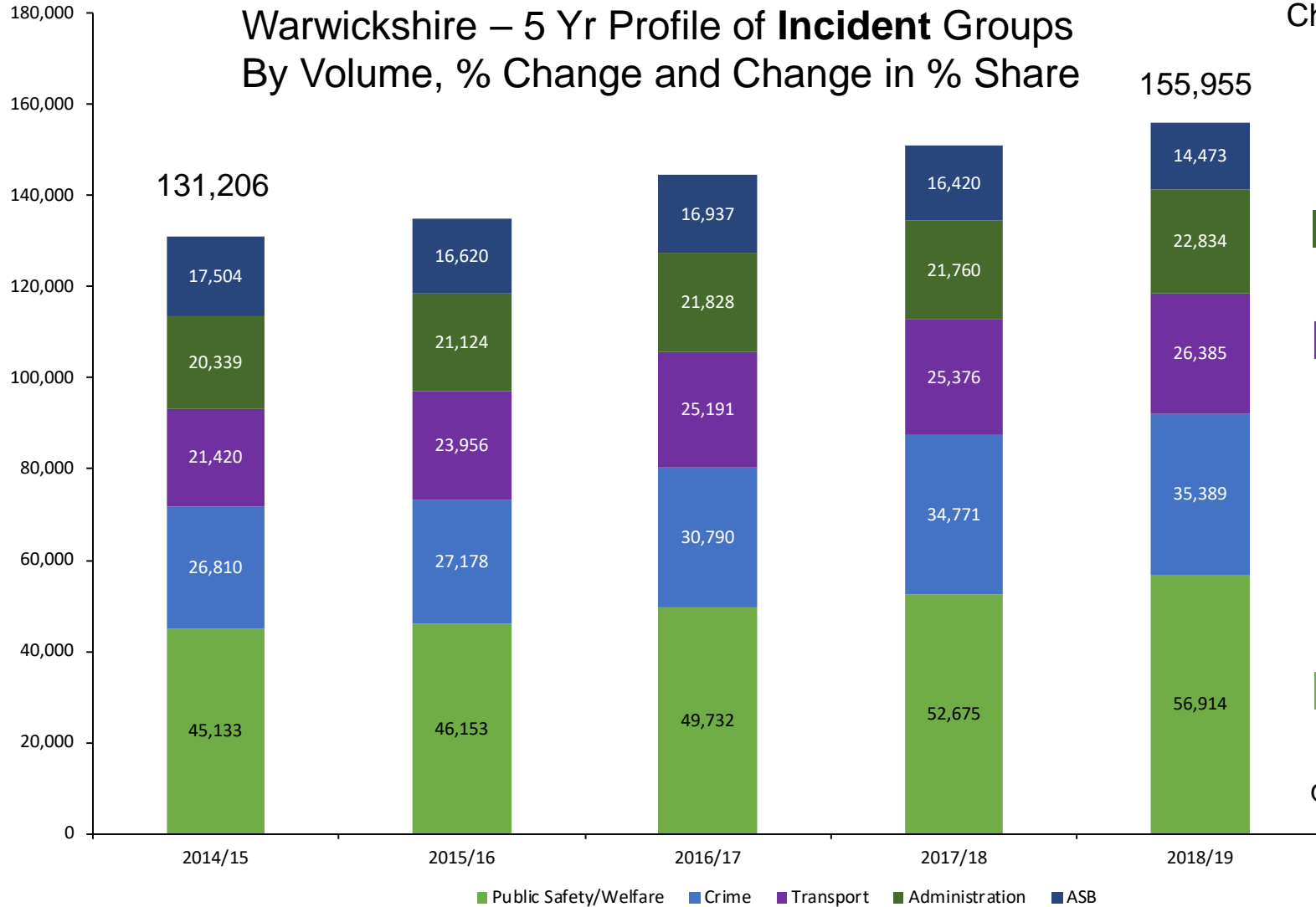


Our Ambition:

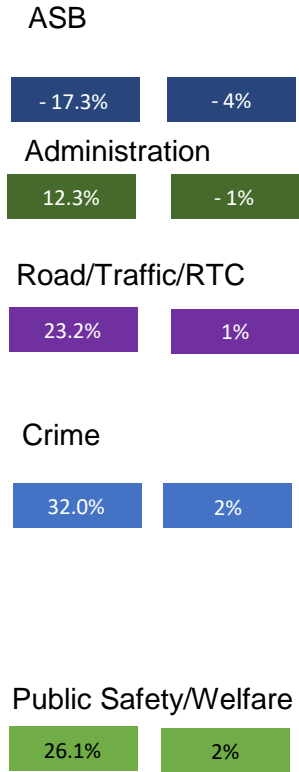
‘Being great at protecting the most vulnerable’

Growing and Changing Demand

Warwickshire – 5 Yr Profile of **Incident** Groups By Volume, % Change and Change in % Share



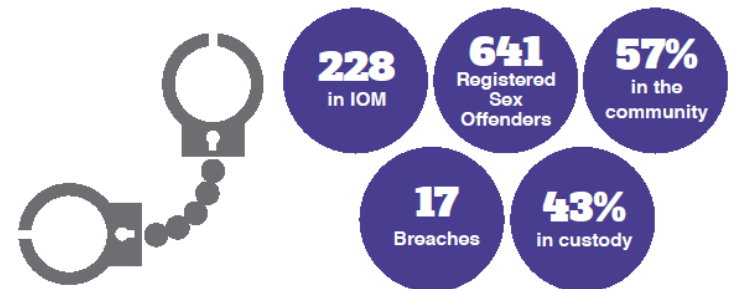
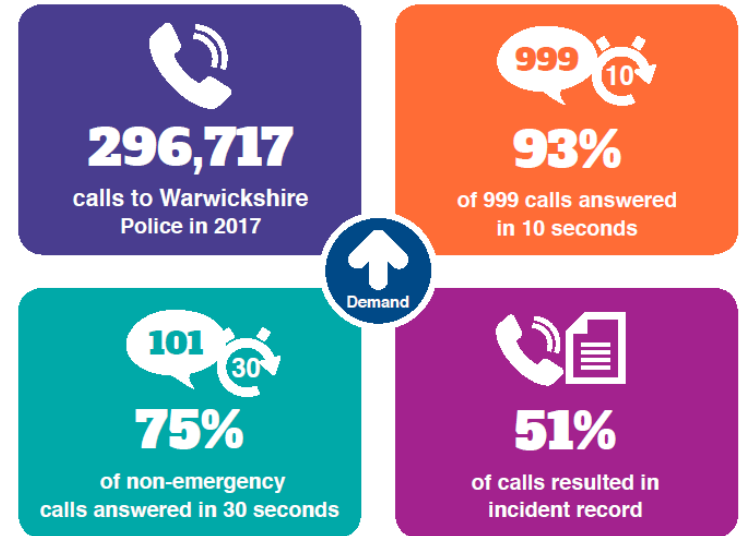
Overall % Change Change in % Share



Overall 18.9% increase

Complexity and Changing Nature of Crime

- Total Recorded Crime +53%
- Violence without Injury +257%
- Rape and other sexual offences +120%
- Emergent demands
 - Online CSE/CSA
 - Cyber enabled crime
 - Modern Slavery & Human Trafficking
 - Accreditations (Forensics)
 - Cross Border Criminality



Transforming Warwickshire Police

- Saab SAFE
- Disposal of Leek Wootton
- Stuart Ross House
- OPU Base at Bagington
- Remote working
- Telephony upgrades
- Body Cams
- New Policing Model
- Athena Development + Express
- ICT Infrastructure



SAAB
Defense and Security



 **Athena**

PEEL Reports 2017/18

	<u>Year</u>	<u>Grade</u>
Legitimacy	(2017)	Requires Improvement
Effectiveness	(2017)	Requires Improvement
Efficiency	(2017)	Good



Draft Medium Term Financial Plan

	2019/20 £m	2020/21 £m	2021/22 £m
WARWICKSHIRE			
Expenditure – Summary:			
Base Budget	98.203	100.763	103.102
Inflation	1.578	1.833	1.877
Local Policing Non-pooling	(1.628)	0	0
Pay Turnover / increments	(1.279)	1.337	1.360
Investment in Police Officers	1.760	0.100	0.100
Police Pensions	1.214	1.885	0
ICT Investment	2.262	(0.057)	0.198
Unavoidable Pressures	0.147	0.100	0.200
Temporary Items	(0.100)	(0.052)	0
Savings	(1.394)	(2.807)	(1.436)
Amended Base Budget	100.763	103.102	105.401
Funded by:			
Government Grant	52.937	52.937	52.937
Precept at £6 increase	43.239	44.981	46.794
Total Funding	96.176	97.918	99.731
GAP	4.587	5.184	5.670

Resource Challenges 2008 - 2018

Year	Police Officer (FTE)	PCSO	Police Staff	Warks Pop	Police Officer Per 1000 Pop	All Staff per 1000 Pop
2018	801	82	707	561500	1.43	2.83
2008	1035	132	628	533200	1.94	3.36

Precept @ £12	927	82	711	561500	1.65	3.05
---------------	-----	----	-----	--------	------	------

Total % change in Police Officers (PO)	-23%
Total % change in all Staff	-21%
Total % change in PO per 1000 pop	-26%
Total % change all Staff per 1000 pop	-16%



*"There are known
knowns. These are
things we know that we
know. There are known
unknowns. That is to
say, there are things
that we know we don't
know. But there are also
unknown unknowns.
There are things we don't
know we don't know."*

Donald Rumsfeld

Future Uncertainties/Pressures

- **Strategic Alliance Termination**
- **Cost of change**
- **Uncertainties around Structure/Budget 19/20 onwards**
- **Financial Position (Pensions/Pay/Inflation)**
- **Funding Settlement 19/20 & CSR 2019**
- **10 year reduction in officer numbers**
- **ICT Infrastructure £38m (£12-13m costs to Warwickshire)**



Budget Working Group 21 November 2018

Present:

Councillors; Davies, Poole, and Warwick (Chair)

Elizabeth Hall (Treasurer to the Police and Crime Commissioners for Warwickshire and West Mercia)

Tom McColgan (Democratic Services Officer, Warwickshire County Council)

1 General

1.1 Councillor Chattaway sent his apologies for the meeting.

2 Budget Monitoring Report Q2 – Money Matters

2.1 The Treasurer introduced the Report and highlighted:

- That an underspend was forecast for Warwickshire Police and the Alliance overall in 2018/19. The amount expected to be drawn down from reserves had thus decreased and was now expected to be £1.9 million leaving Warwickshire Police's reserves at around £17 million going into the 2019/20 financial year.
- Warwickshire Police had achieved around 90% of the savings targets set for them in 2018/19 but may not be able to achieve the remaining 10% as costs around local policing and fleet maintenance had been higher than expected. The profits from the sale of vehicles over £10,000 had been credited to the capital fund rather than the general operating fund which had also affected the budget gap in 2018/19.

2.2 The Treasurer updated the Group on the budget setting process for 2019/20:

- The 2019/20 budget would be challenging to set as the cost of running Warwickshire Police outside of the alliance model was not known. The Treasurer sought to reassure the Group that despite the increased uncertainty both Warwickshire and West Mercia would be able to set viable budgets for 2019/20.

- Further challenge had been added to the 2019/20 by the delay in the Home Office's decision on the Police and Crime Commissioner Settlement and the recently announced changes to police pension funding. If the changes to police pension funding were enacted a £435million funding gap would be left nationally to be filled by Police budgets. Warwickshire Police would have to provide for a shortfall in pension funding of £2.7million in 2019/20.

3 Date of next meeting

To be confirmed.

The meeting concluded at 15:00



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Warwickshire Budget 2019/20 Medium Term Financial Plan 2019/20 - 2021/22

Report of the Treasurer, Chief Finance Officer, Chief Executive and Chief Constable

Published: 28 January 2019

WARWICKSHIRE BUDGET 2019/20

MEDIUM TERM FINANCIAL PLAN 2019/20 - 2021/22

Report of the Treasurer, Chief Finance Officer, Chief Executive and Chief Constable

THIS COUNCIL TAX RESOLUTION, IS BASED ON THE FINAL SETTLEMENT FROM GOVERNMENT BUT IS SUBJECT TO FURTHER CLARITY ON THE ACCOUNTING TREATMENT OF POLICE PENSIONS GRANT.

Recommendations

The Commissioner is recommended to approve:

- a) A Net Revenue Budget after savings of **£102.719m**
- b) **£1.285m** of budget reserve is used within year to manage reductions
- c) A net budget requirement of **£101.434m**
- d) A Council Tax for a Band D property at **£227.98**
- e) A Council Tax for a Band D property calculated as follows:

	£'m
Budget Requirement	101.434
Less Police Grant	31.268
Less Revenue Support Grant	17.519
Less Council Tax Support Grant	3.910
Less Council Tax Freeze Grant:	
2013/14	0.368
2011/12	0.876
Sub Total	47.493
Less: Collection Fund Surplus	0.217
Amount to be raised by Council Tax	47.276
Divided by Aggregate Council Tax Base	207,372.83
Basic Amount of Council Tax at Band D	£227.98

f) *The consequential Council Tax for each property band will be as follows:*

<i>Band A (6/9th)</i>	<i>£151.986513</i>
<i>Band B (7/9th)</i>	<i>£177.317599</i>
<i>Band C (8/9th)</i>	<i>£202.648684</i>
<i>Band D</i>	<i>£227.979770</i>
<i>Band E (11/9th)</i>	<i>£278.641941</i>
<i>Band F (13/9th)</i>	<i>£329.304112</i>
<i>Band G (15/9th)</i>	<i>£379.966283</i>
<i>Band H (18/9th)</i>	<i>£455.959540</i>

g) *That the Chief Executive to the Office of the Police and Crime Commissioner for Warwickshire be authorised to issue Precepts Notices on the Warwickshire billing authorities as follows:*

<i>North Warwickshire Borough Council (Estimate)</i>	<i>£4,746,119</i>
<i>Nuneaton & Bedworth Borough Council (Estimate)</i>	<i>£8,585,718</i>
<i>Rugby Borough Council (Estimate)</i>	<i>£8,544,622</i>
<i>Stratford Upon Avon District Council (Estimate)</i>	<i>£12,729,880</i>
<i>Warwick District Council (Estimate)</i>	<i>£12,670,470</i>
TOTAL	<i>£47,276,809</i>

h) *The reserve strategy set out in section 7*

i) *The outline capital budget in section 8*

j) *All Officers be instructed to exercise tight budgetary control. No over-spending of any 2019/20 departmental budget will be authorised and caution will be exercised in entering into expenditure which creates additional commitments in future years. The Police and Crime Commissioner (PCC) will be kept fully informed of the financial position throughout the year.*

k) *The prudential indicators at appendix D*

l) *In approving the budget, the PCC notes the Treasurer's comments in section 9 in respect of the robustness of the budget and the adequacy of reserves.*

1. Purpose of the Report

The purpose of this report is to set out the budget and precept proposals for decision by the Police and Crime Commissioner (PCC). This is the third budget report for Philip Seccombe, the PCC for Warwickshire since his election in May 2016. It will deliver one of the key responsibilities of the PCC under the Police Reform and Social Responsibility Act 2011.

The report sets out the:

- Net budget requirement for 2019/20
- Proposed precept for 2019/20
- Proposed medium term financial plan 2019/20 to 2021/22
- Outline capital budget 2019/20 to 2021/22

Setting the budget for the next financial year is one of the most important decisions that the Commissioner has to make. It is critical therefore to set out the issues that influence and contribute to the build of the budget for 2019/20 and the medium term financial plan, having taken into consideration the plans of the Commissioner.

In determining his budget proposals the Commissioner has to have regard to:

- National targets and objectives including the Strategic Policing Requirement
- The priorities within the Police and Crime Plan and any likely changes to these for 2019/20
- The outcome of public consultation
- The plans and policies of other partner agencies relating to community safety and crime reduction
- The policy of the Government on public spending as set out by the Chancellor in the 2015 Comprehensive Spending Review, the Autumn Statements made in 2015 and 2016, the Budget Statements 2017 and 2018 and the funding framework that arises from this
- The medium term financial obligations
- Prudent use of the financial reserves
- The constant drive for continuous improvement and value for money
- Ensuring a firm financial legacy is established and delivers appropriate future funding for the force
- The decision was taken in 2018 to disaggregate local policing employee budgets within the alliance, restoring a greater degree of control over resources for both partners. This approach is reflected within this budget

- The development of future collaborative arrangements and the risks involved, whether with West Mercia Police, other police forces and/or local partners. The Police and Crime Commissioner and Chief Constable for West Mercia have served notice to end the strategic alliance from October 2019. Warwickshire Police are considering several options for policing in Warwickshire from then. These include operating as a standalone independent entity, further collaboration with West Mercia, collaboration with one or more neighbouring police forces, arrangements with local partners and/or a combination of the above. The Warwickshire Force is working to ensure a smooth transition of services at the end of the current Strategic Alliance in October or at a later date (if agreed).

The element of this budget which covers protective services and support services has been prepared within the current strategic alliance arrangement with Warwickshire. Budget requirements are in accordance with the agreed existing cost sharing approach. The budget assumes that from October 2019 new arrangements will be put in place within similar resource envelopes, whether or not that is within a revised collaborative arrangement. The budget will need to be revised at the end of the Strategic Alliance when new arrangements are confirmed.

2. Introduction

Shortly after his election in May 2016, Philip Seccombe, the Police and Crime Commissioner (PCC), set out his priorities for policing in Warwickshire. In his first budget, he was able to freeze council tax by identifying efficiency savings, and implementing a robust reserves strategy. This approach however, also enabled him to set out the required investment for the force to equip them with the right equipment, training, tools and technology to make policing more efficient and effective. At the same time he stated his clear intention of supporting neighbourhood policing which remains a crucial element in ensuring the safety of the County. In his second budget he recognised the challenges posed by increasing demands and funded additional police officers. At the same time he put in place a challenging framework of reform for the force which will secure greater value for money for the taxpayers of Warwickshire. In his third budget he again proposes to increase the Council Tax to fund additional police officers to keep Warwickshire safe, whilst modernising the infrastructure and driving value for money.

In the last two years the Police and Crime Commissioner has worked with the Chief Constable to implement these plans. The Commissioner has secured:

- The successful deployment of mobile working with each front line police officer being given a mobile phone and a laptop, resulting in an improved, more efficient and prompt service for the public
- The introduction of Body Worn Video for all front line officers, which will safeguard the public and police
- The construction of the new Operation Communications Centre (OCC) at Warwick
- The development of new technology and ICT systems, including the Athena system, ANPR cameras and SAAB safe, which is the new command and control system. The SAAB safe system is not yet fully implemented, but once this happens it will transform the way the force

engages with the public, and will provide a cutting edge system to effectively and efficiently deploy police resources

- The creation of an Emergency Services Collaboration Board with key partners within Warwickshire.
- The implementation of a new policing model which realises the benefits of increased productivity from mobile working and other ICT initiatives
- The recruitment of an additional 50 police officers by Summer 2019.

These initiatives have led to improved productivity and greater efficiency enabling the Force to deliver an improved service to the public. Productivity has improved with front line police officers gaining an extra hour a day to spend on front line duties. This success has however been overshadowed by the increasing levels of demand the Force faces. In the last two years, recorded incidents of crime have increased in Warwickshire. As part of that increase, demand has grown particularly in complex areas such as:

- domestic abuse
- cyber crime
- child sexual exploitation
- child at risk offences

These increases are partly the result of a greater willingness of victims to come forward and improved recording by police, rather than just actual increases in crime. Nonetheless, it is clear that demand on the time of our police officers has increased.

At the same time policing like all public services is facing increasing cost pressures. In the last year inflation has risen with CPI now standing at 2.3% and RPI 3.2% (November 2018 figures).

Warwickshire Police is also facing a substantial increase in the cost of employer's contributions to the Police Officer Pension Scheme following a review by the Government Actuary. The costs to policing nationally are estimated at £330m a year. For 2019/20 central government is meeting this cost through a specific grant and an increase in general grants. Central government will also be considering this issue during the next Comprehensive Spending Review.

The limited resources currently available are not sufficient to meet the growing demand and rising costs (both of which are outside the control of the force), even when the productivity gains and efficiency programmes in recent years are realised. Given these circumstances the Commissioner plans to continue his programme of increased investment to enable the force to meet the challenges policing faces, to deliver an effective policing service to the public.

3. How the PCC will meet the policing and financial challenges

For the coming year existing policing capabilities will be further developed. The Commissioner and the Chief Constable are developing new policing and support arrangements. These will be implemented when the existing Strategic Alliance with West Mercia comes to an end. As mentioned previously the Force is considering several options and will put in place arrangements which meet the needs of the residents of Warwickshire and which secure best value. The PCC will set a council tax at a level which will deliver a sustainable service in the County, in addition to transforming the organisation to achieve its 2020 vision and meet future challenges.

The budget includes developments and initiatives, which support the priorities set out in the Warwickshire Police and Crime Plan 2016-2021” This plan was subject to extensive consultation with stakeholders, partners, businesses and local residents before its approval. Any precept increases will be aimed at increasing the number of police officers. The aim is to achieve maximum value for money, invest in the infrastructure and drive out efficiencies. The Force will take the opportunity to undertake a comprehensive review of its operations and activities to ensure they are fit for purpose for the future following the termination of the Strategic Alliance.

In this plan The Commissioner sets out his vision for a safer, more secure Warwickshire. He aims to:

- **Put victims and survivors first**
- **Ensure efficient and effective policing**
- **Protect people from harm**
- **Prevent and reduce crime**

To put victims first the Commissioner will:

- Work with partners to provide robust support services to all victims of crime to help them cope and recover by providing emotional support to victims by their preferred method, face to face, online, via the phone etc. A new improved service will be commissioned and implemented from 1 April 2019
- Embed Restorative Justice practices in the county, providing victims of crime the opportunity to engage in restorative justice conferences with offenders. These initiatives will be included in the new service from April 2019
- Ensure partners comply with the Victims Code of Practice and the Victims and Witness Charter
- Continue to embed the principles contained within the Victims Charter across the County to ensure that any victims of crime receive the right support to enable them to cope

In the 2019/20 revenue budget, the Commissioner aims to ensure effective policing. He will:

- Recruit an additional 85 police officers, 5 PCSOs and 10 PSIs. The additional officers and staff will strengthen Patrol, Neighbourhood Policing, CID, the Harm Hub, the Offender Management Unit, the CSE Team, Digital Media Investigations, the Investigations function and lead to the creation of a Rural Crime Team.

- Review the policing estate to ensure it is fit for purpose and rationalise assets where appropriate to deliver more efficient services. This will include the sale of Southam, the potential disposal of Leek Wootton, the opening of Stuart Ross House and the relocation of the Safer Neighbourhood Office at Atherstone.
- Modernise the ICT infrastructure and ensure police officers have the equipment to operate effectively
- Undertake a comprehensive review of all activities and operations to secure best value

To protect people from harm, he will:

- Continue to ensure services dealing with domestic abuse are co-commissioned with Warwickshire County Council to provide; accommodation and support for victims and dependent children. Provide a single point of contact and specialist helpline, outreach support and advocacy for high-risk victims. Support GP's to identify and safeguard victims of domestic abuse and ensure that multiagency safeguarding meetings are coordinated and delivered.
- Deliver a countywide domestic abuse perpetrator intervention programme aimed at preventing offenders reoffending.
- Ensure the National Probation Service can provide the courts with relevant historical information on past convictions to ensure they can sentence offenders of Domestic Abuse appropriately by funding a role specific post.
- Fund sexual abuse support services to ensure victims can access suitable support and counselling for current and historic incidents, working with regional stakeholders to ensure regional forensic services are available and accessible for Warwickshire victims both adults and children.
- Ensure appropriate support services are funded to enable the Child Sexual Exploitation (CSE) team to effectively engage and support victims/those at risk of becoming a victim of CSE. Educating and raising young peoples', adults, and stakeholder awareness of the risks and signs of CSE by organising training events for professionals to ensure appropriate awareness and response to incidents of CSE.
- Fund the PREVENT coordinator who supports and delivers the Warwickshire partnership PREVENT action plan.
- Provide ongoing support to ensure hate crimes are reported and victims are supported.
- Fund local Community Safety Partnership's to deliver local initiatives which address their needs as detailed in their evidence based strategic assessments.
- Establish a fund for small grants for providers to bid against to meet local priorities.
- Establish separate funding for initiatives to reduce reoffending and to focus on problem solving.

The Commissioner has also undertaken to prevent and reduce crime. To do so he will:

- Continue to work with and fund stakeholders to deliver positive diversionary activities, in key target areas, to at risk young people across Warwickshire reducing the risk of them engaging in crime and/or anti-social behaviour and assisting them to make positive informed life choices;

- Continue to support and fund business, rural and cyber crime advisers who work across the county delivering initiatives which enable residents to; raise their concerns with the Commissioner and Warwickshire Police. Provide victims of crime with correct and timely information and support, raise awareness of how to protect themselves and reduce the risk of being a victim of crime.
- Continue to work with partners to develop an improved response to unauthorised traveller encampments.
- Commission and implement new and improved drug and alcohol services across the County from the 1st April 2019
- Continue to fund and monitor the Integrated Offender Management (IOM) manager and domestic abuse manager to ensure offenders are robustly managed in the community.

When setting his previous budgets the Commissioner prioritised the best use of the funds available to him and focused on implementing efficiency programmes and productivity gains. He undertook a comprehensive review of the budget and identified various budget reductions. This included savings that have been achieved as a result of efficiency projects and programmes such as new telephony systems, procurement and the work of Place Partnership Limited (PPL). The force has delivered, and also anticipates further efficiencies following the substantial investment in recent and future years in new technology. This approach will continue throughout 2019/20 and beyond.

Since 2010 Police Forces have faced significant reductions in resources as a result of the Government's austerity programme. At the same time the nature of crime and its consequent demands have changed significantly, particularly regarding cyber crime, child sex exploitation and terrorism. During the period of the previous and current Comprehensive Spending Review Warwickshire has implemented spending reductions of £41.3m. The force has a further savings target in 2018/19 of £3.3m, some of which have been realised.

In setting the 2019/20 budget, the Commissioner has recognised the unavoidable pressures policing faces. These include pay and price increases of 2%, which is particularly challenging given the further pressure of both changing and growing demand for police services.

Warwickshire Police is also facing a substantial increase in the cost of employer's contributions to the Police Officer Pension Scheme following a review by the Government Actuary. The costs to policing nationally are estimated at £330m a year. For 2019/20 central government is meeting this cost through a specific grant and an increase in general grants. Central government will also be considering this issue during the next Comprehensive Spending Review.

The provisional funding settlement was received on the 13th December 2018 and was confirmed as final on the 24th January 2019. The settlement debate in Parliament is expected to be held on Tuesday 5th February 2019. The main headlines are the increased flexibility for PCC's around precept setting of up to £24 on a band D equivalent property.

The 2019/20 budget, the Medium Term Capital Programme and the Medium Term Financial Plan address the challenges faced and consider options around funding to ensure the force is able to deliver effective and efficient services which deliver value for money for local people. In addition the Commissioner has identified savings of £1.394m in the policing and associated support

services such as procurement. These have been included in the 2019/20 draft base budget. At the same time the Commissioner needs to ensure that policing arrangements continue to protect the public from harm and policing must therefore be both efficient and effective, address changes in demand and meet public expectations. He therefore intends to:

- Appoint an additional 85 police officers, 5 PCSOs and 10 PSIs in 2019/20 to ensure that policing services continue to meet demand as effectively as possible
- Improve the ICT infrastructure including new telephony and communications systems, an improved network and the full implementation of the SAAB safe system leading to further efficiency savings improved communications with the public, and an increased ability to respond promptly to their needs.
- Commission “One Place” reviews with PPL to promote shared use of facilities with key partners such as the Fire and Rescue Service and Local Authorities
- Work with partners to further develop specialist capabilities where they are needed to better protect the public
- Review the property assets he holds to ensure that buildings are fit for purpose, meets current requirements and that the estate is managed as efficiently as possible.
- Drive out business benefits and savings realised from investment through the Alliance Transformation Director and his team.
- Actively manage reserves within acceptable, prudent and risk managed levels
- Review all policing and support services, consider a range of options for future provision and implement new arrangements which deliver effective and efficient services at the end of the Strategic Alliance.

The Commissioner has set his vision to maximise the efficiency and effectiveness of police estates by improving collaboration with partners. A programme of investment is in place to deliver a fit for purpose estate that fully supports modern operational and local policing. The Estates Strategy (supported by the Estates Delivery Plan) details the approach to this to 2020 and beyond. This work has begun and will generate both revenue savings and capital receipts within 2019/20 and future years.

The Commissioner has also ensured that a comprehensive review of the existing ICT network and infrastructure has been undertaken. This has identified a requirement for significant investment of c.£12m over the next four years. Detailed studies are now underway to prepare a robust implementation plan to deliver secure, modern and fit for purpose ICT systems and services that properly support police business. The planned new investment and the current comprehensive review of all services, together with existing initiatives will enable the following savings targets to be achieved, and these will continue to be monitored and developed over the coming months.

	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Savings Plan:				
Policing Model	0.270	0.000	0.000	0.270
RABB Additional Savings	0.055	0.000	0.000	0.055
Leek Wootton Running Costs				
Change	0.000	0.000	0.900	0.900
Enabling Services	0.374	0.149	0.047	0.570
Transformation Programme (including OCC)	1.958	2.278	0.367	4.603
Additional Savings *	0.000	0.030	0.000	0.030
Total	2.657	2.457	1.314	6.428

*These savings in future years have not yet been identified and represent a future savings target.

Warwickshire Police will undoubtedly continue to face challenging savings targets in future years. However, it should be noted that any future unexpected pressures (not included in the budget) will need to be accommodated within the existing budgets (i.e. from additional savings or underspending elsewhere in the budget or through other efficiencies). The PCC regularly manages risk, and this is reflected in the reserves strategy as outlined later in this report, however, such unexpected pressures for example if pay and price inflation exceeded current estimates this would have to be managed within the in-year budget in this manner.

As previously mentioned the Commissioner froze council tax in 2017/18 with the aim of driving out efficiencies in the force and to utilise some of the reserve balances to finance services and investment. However, this approach was not sustainable in the medium term and in 2018/19 he increased Council Tax by £12 (Band D equivalent). Throughout December 2018 and January 2019, the Commissioner consulted on three precept increase options for 2019/20 - increases of £12, £18 or £24. There was a good response to the budget consultation and over 70% of the responses were in favour of at least a £24 increase in the precept for a band D equivalent property. Following this consultation response and the challenges facing policing, the PCC is proposing to increase the Council Tax by £24 (Band D equivalent) in 2019/20. This budget and the proposed council tax increase aims to reverse recent year reductions in police officer numbers which stood at a 21.3% reduction between 2007 and 2017. Significantly, since the Commissioner took office in May 2016, police officer numbers have increased, despite this remaining increasingly challenging, with his clear intention being to maintain and improve front line service delivery wherever possible. The increased flexibility around precept setting for 2019/20 has provided the Commissioner with an opportunity to again increase police officer numbers particularly in local policing as far as feasibly possible.

4. How the PCC plans to fund this

It is intended that the proposals contained in this document will be funded from a variety of sources including the use of available Government Grants. The Commissioner receives a number of grants from the Home Office and Ministry of Justice. The principal grants are:

- Police and Revenue Support Grant
- Council Tax Support Grant
- Council Tax Freeze Grants for 2011/12 and 2013/14

- Victims Support Grants from the Ministry of Justice

The draft settlement received on 13th December 2018 and confirmed on the 24th January 2019 includes an increase in central Government grants in 2019/20.

Nationally the 2019-20 settlement provides more funding than had been previously expected. There is £970m additional funding for the service assuming PCCs increase the precept to the maximum. This includes:

- £161m additional formula funding,
- £153m of pension grant,
- £59m additional funding for Counter Terrorism,
- £90m additional funding to tackle Serious and Organised Crime and
- £509m as a result of additional council tax flexibilities with the precept flexibility being set at £24.

The settlement, including council tax and pension grant, represents an average cash increase (total funding) of 7.1% between 2018-19 and 2019-20.

Nationally Core Funding, which is defined as the sum of Police Grant, Rule 1, the Welsh Grants and Ex-CLG funding, has increased by 2.1% in cash terms between the 2018-19 and 2019-20 settlement. This is equivalent to an additional £146m.

The letter to the Home Affairs Select Committee (HASC) outlines the Policing Minister's 4 priority areas to "drive efficiency, productivity and effectiveness next year". These include:

1. Continued efficiency savings in 2019-20 through collective procurement and shared services. There will be an expectation that every force contributes substantially to procurement savings and the Home Office will be working with the police to agree the "right force level objectives for 2019-20 and 2020-21".
2. Major progress expected to resolve challenges in investigative resource identified by HMICFRS, including recruitment of more detectives to tackle the shortfall.
3. Continue to improve productivity, including smarter use of data to deliver £50m of productivity gains in 2019-20.
4. Maintain a SOC response that spans identification and management of local threats as well as support for national priorities.

A fuller breakdown of the financial settlement for Warwickshire from the Government is contained in Appendix A.

1. The Commissioner plans to increase Council tax in 2019/20 by £24 per band D equivalent. This increase, coupled with changes in the tax base to reflect new house building, and including the collection fund surplus, are expected to increase the income raised from council tax in 2019/20 compared to 2018/19 by £6.0m. The MTFP includes future year council tax projected increases at 2.99% thereafter. However, future year increases will be subject to the annual budget and precept setting exercise based on the most recent information that is available, and increases beyond 2019/20 are indicative only at this stage.

2. Savings of £1.394m in the Warwickshire budget in 2019/20 are already identified. It is now expected there will be a further savings requirement over the period to the end of 2021/22 of £4.000m for Warwickshire.
3. The Commissioner's reserves are expected to be £18.134m at the start of 2019/20. The Commissioner plans to use £7.097m of these reserves over a four year period, and on a prudent basis, to support each year's budget.

5. The Revenue Budget.

The following table analyses the changes to the base budget for Warwickshire PCC between 2018/19 and 2019/20 and incorporates the apportionment of costs between the two areas. Appendix B outlines a summary of the gross expenditure

Analysis of movement from 2018/19 to 2019/20

	£'m
2018/19 Budgeted net expenditure	98.203
Pay & Price Inflation, increments and adjustments:	
Officer Pay	0.782
Staff Pay	0.665
Non Pay	0.131
Total	<u>1.578</u>
Pay Turnover	
Officer Turnover	(2.207)
PCSO Turnover	(0.092)
Total	<u>(2.299)</u>
Budget Pressures	
Police Officer Pension Rate Increase (6.8%)	2.173
Regional Organised Crime Unit (ROCU)	0.217
Minimum Revenue Provision (Debt Repayment)	0.145
Staff Pension Lump Sum Deficit	0.265
Software Purchase	0.104
Loan Interest (PWLB)	0.066
DCD Telecoms & Desk Top Rollout	0.034
Partnership Initiatives	.0.100
PPL Rates Revaluation and Security	0.078
Reduction in Sales of Vehicles	0.010
NABIS Contribution	0.019
Insurance Premiums	0.026
Vetting Checks and Fees	0.044
Witness Protection Costs	0.016
Transformation Investment (redundancy and helpdesk)i	0.772
Staff Pay (including OCC)	0.732
ICT Infrastructure	0.676
Police Officer Pay	0.974
OCC Prog Extension and decommissioning	0.538
KCOM	0.473
Minor changes	0.027
Total	<u>7.489</u>

Reversal of Temp Growth

Staff Pay	(0.152)
ICT – Income funding temp. posts	0.052
Total	<u>(0.100)</u>

Disaggregation of Local Policing (1.626)**Business Plan and Business Case Growth**

Additional 85 extra Police Officers	2.663
Additional 5 PCSO's and 10 PSI's	0.580
MFDs	0.066
Taser Replacement Programme	0.057
ANPR	0.053
Staff Pay (Including Professional Standards Department)	0.300
Body Worn Video	0.025
ESN DNSP	0.018
Radio Equipment Purchase	0.003
Total	<u>3.765</u>

Savings and Budget Reductions

Contracts	(0.061)
2019/20 Transformation Programme	(1.098)
Enabling Services 2018/19 Programme	(0.374)
Policing Model 2018/19 Programme	(0.655)
Staff Pay	(0.175)
Apprenticeship Levy Income	(0.155)
Officer Pay	(0.070)
Vetting Income	(0.106)
Photocopying Charges	(0.055)
Solicitor Statement Charges	(0.033)
PCSO Pay	(0.148)

Additional Net Savings (incl. Crime Management, DBS, Coroners Officers, Switchboard, Telephone Investigators)	(0.491)
Total	<u>(3.421)</u>

Police Pensions Grant (0.870)**102.71****Closing Budget 9****6. The Medium Term Financial Plan**

The MTFP was agreed in February 2018 and has been updated and refreshed during the year.

The key assumptions at February 2019 are as follows:

Funding

- The precept will increase by £24 (on a band D equivalent) in 2019/20, and 2.99% thereafter.
- Council Tax base will grow by an average of 2% per annum, and a separate prudent estimate is included specifically for total collection fund surpluses.
- General revenue grants will be increased in 2019/20 and then maintained at these levels in future years.
- The future review of the general revenue grant system will take place as part of the next Comprehensive Spending Review.

Costs

- Pay (cost of living) increases are included at 2% per annum.
- Price increases are contained at contractual commitments.

The MTFP is as follows:

	2019/20 £m	2020/21 £m	2021/22 £m
Expenditure - Summary			
Base budget before savings	98.203	102.719	103.705
Pay and price increases/turnover	0.529	3.169	3.236
Police Officer Pensions	2.172	0.000	0.000
Disaggregation of Local Policing	(1.626)	0.000	0.000
Additional Police Officers, PCSO's & PSI's	3.243	0.600	0.100
ICT and capital	2.262	(0.057)	0.198
Police Pensions Grant	(0.870)	0.000	0.000
Business Plan and Case Growth	0.300	0.100	0.200
Temporary Growth Removed	(0.100)	(0.052)	0.000
Net Savings	(1.394)	(2.774)	(1.226)
Projected net expenditure after savings	102.719	103.705	106.213
Funded by:			
Formula Grant and RSG	48.78	48.787	48.787
Council Tax Support Grant	3.910	3.910	3.910
Council Tax	47.276	49.664	52.172
Council Tax Collection Fund Surplus	0.217	0.100	0.100
Council Tax Freeze Grant (2013/14)	0.368	0.368	0.368
Council Tax Freeze grant (2011/12)	0.876	0.876	0.876
Total funding	101.434	103.705	106.213
Total Budget Gap	1.285	0.000	0.000

It should be noted that in year budget gaps will be covered by savings targets and associated initiatives.

The table below shows the planned use of reserves in 2019/20 and following years:

	2019/20 £m	2020/21 £m	2021/22 £m
Total Budget gap funded from reserves	0.000	0.000	0.000
Investment in Infrastructure	1.285	0.000	0.000
Total	1.285	0.000	0.000
Other developments funded from reserves (not included in the budget above):			
Transformation Reserve	0.500	0.227	0.135
Redundancy costs	0.400	0.000	0.000
Safer Roads Reserve	0.250	0.000	0.000
Legal and Insurance Claims	0.300	0.000	0.000
Income Risk	0.500	0.000	0.000
PCC Grants and Initiatives	0.200	0.000	0.000
Investment in Infrastructure	1.300	1.000	1.000
Total	3.450	1.227	1.135
Total projected use of reserves	4.735	1.227	1.135

Note: Rows and columns may not sum due to rounding

7. Reserves Strategy

The use of a significant proportion of the Commissioner's reserves over the life of the Medium Term Financial Plan is an important element of the financial strategy. This is summarised below and shows the full expected deployment of reserves over the life of the plan and the associated movement in the total reserve balance over the MTFP period.

	£m
Projected reserves at the 1st April 2019	18.134
Amount required to support the budget over the life of the Medium Term Financial Plan	(0.000)
Funds to transform policing and meet associated costs	(0.862)
Provisions to meet known risks and commitments	(1.650)
Investment in infrastructure	(4.585)
Reserves remaining at the end of the MTFP period.	<u>11.037</u>

Each year the Treasurer carries out an assessment of the risks facing the Commissioner to determine the minimum level of reserves which the Commissioner needs to continue to hold. This year the assessment is that £5.0m needs to be held to provide adequately for these risks. Further details of the risk assessment are included in section 9.

The amount required for general budget support is significant because it provides for higher levels of support in the first year of the plan than would be typical, this will enable time for the local policing model and transformation changes to bed in, and for the benefits and savings to be realised. The provisional settlement released on the 13th December, and confirmed on the 24th January 2019 gives increased clarity regarding funding and the options for raising the local precept, over the next couple of years, although further clarity regarding funding in the longer term will be subject to review in the next Comprehensive Spending Review.

There remain considerable opportunities to drive out further efficiencies through our joint working with West Mercia and by transforming and reforming policing. To achieve them, while minimising the impact on the service to the public, will require us to continue to focus on areas like modernisation, with more self-service facilities for the public and the greater use of agile and mobile working by police officers and staff. We will also continue to rationalise our estate through the ongoing co-location of what have hitherto been separate teams within West Mercia and Warwickshire and by sharing premises and facilities with key partners such as other blue light services, local authorities, the criminal justice system and the NHS. This creates the need for a significant provision for invest to save initiatives.

The table below shows the estimated reserve balances at the end of each financial year:

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
General Reserves	5.000	5.000	5.000	5.000
Earmarked Reserves				
Budget Reserve	1.097	1.097	1.097	1.097
PCC Grants and Initiatives	0.200	0.000	0.000	0.000
Transformation reserve	0.945	0.445	0.218	0.083
Investment in Infrastructure	8.294	5.709	4.709	3.709
Safer Roads Partnership	1.398	1.148	1.148	1.148
Redundancy Reserve	0.400	0.000	0.000	0.000
Insurance and Legal Claims	0.300	0.000	0.000	0.000
Income	0.500	0.000	0.000	0.000
Total Earmarked Reserves	13.134	8.399	7.172	6.037
Total Reserves	18.134	13.399	12.172	11.037

8. The Capital Budget

The Capital Programme for 2019/20 to 2021/22 has been prepared using the existing Capital Programme MTFP as a basis and has been reviewed and updated in consultation with the

respective business areas as well as the Commissioner for Warwickshire, reflecting known priorities and business requirements.

The current programme now reflects the priorities of the Commissioner to fully transform and reform police activities, services and systems across the alliance as quickly as possible. In particular it recognises the need to modernise ICT systems and further develop the estate to ensure that policing responds to changes in demand and the nature of crime as efficiently and effectively as possible. Consequently the Commissioner is planning significant capital investment of £27.4m over the next three years. As mentioned earlier, this investment is key to reforming policing and delivering better services to the people of Warwickshire.

The Commissioner is proposing the following capital budget for Warwickshire over the next four years, the consequences of which are incorporated into the Medium Term Financial Plan.

Expenditure	2019/20 (Including slippage from 2018/19 £m	2020/21 £m	2021/22 £m	Total £m
Estate Strategy	6.9	0.6	0.6	8.1
ICT replacement & strategy programmes	5.3	3.2	3.1	11.6
Vehicle Replacement	0.8	0.8	1.3	2.9
Affordability Envelope	0.0	2.2	2.2	4.4
Plant & Equipment	0.4	0.0	0.0	0.4
Totals	13.4	6.8	7.2	27.4

A full list of proposed capital projects is included at appendix C. The capital programme will be kept under regular and more challenging review by the Commissioner, and may vary. The Affordability Envelope is an assessment of the potential cost of projects that are currently at the feasibility stage and may or may not progress further.

The expected funding of the programme is outlined below. In order to minimise future borrowing the Commissioners are proposing to fund a significant part of this capital investment from reserves. In addition, where under-spends occur in revenue budgets, through early delivery of savings, consideration will be given to using these to fund capital expenditure in lieu of borrowing, where it is prudent to do so.

Funding	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Capital Receipts	1.3	5.4	2.0	8.7
Capital Grants	0.4	0.4	0.4	1.2
From infrastructure reserve	0.0	1.0	1.0	2.0
Borrowing	11.7	0.0	3.8	15.5
Totals	13.4	6.8	7.2	27.4

9. Treasurer’s Statement on the Soundness of the Budget and the Adequacy of Reserves

In considering the MTFP, the Commissioner needs to consider the level of reserves for which it provides. The Commissioner holds a General Reserve, Earmarked Reserves and Capital Reserves. These will, in part, be governed by known or likely commitments, and, in part, by his appetite for risk. The Treasurer has reviewed thoroughly the financial risks facing policing in Warwickshire and reassessed the level of reserves required. In doing so, the Treasurer has complied with CIPFA guidance on the establishment and maintenance of local authority reserves and balances, the intention being to ensure clear, transparent reporting around reserves.

Compliance with the 7 key principles in CIPFA’s guidance

Budget assumptions	Current situation in Warwickshire
The treatment of inflation and interest rates	<p>Warwickshire Police (WP) makes full and appropriate provision for pay and price rises.</p> <p>An informed assessment is made of interest rate movements.</p> <p>All individual expenditure and income heads in the revenue budget are prepared and published at estimated outturn prices</p>
Estimates of the level and timing of capital receipts	The PCC and WP make a prudent assumption of future capital receipts
The treatment of demand level pressures	<p>The Force is required to operate and manage within its annual budget allocation.</p> <p>The Chief Constable retains an operational contingency within the budget to help finance large scale or corporate operations or issues and to deal with day to day changes in demand and pressure.</p> <p>The force has already identified £5.364m of cash savings which will be removed from the budget over the next three years. (2019/20 to 2021/22). This is over and above the cash savings that</p>

	<p>have been removed from the base budget in the last seven years (i.e. 2011/12 to 2018/19). This cumulative level of budget reduction will inevitably mean that operational budgets will come under greater pressure and/or risk of overspending in future years.</p> <p>Some government grants (e.g. DSP) are announced annually in advance and are cash limited. Any new policing pressures arising during the year will have to be funded from the PCC's own resources.</p> <p>The PCC has created a number of earmarked revenue reserves to help finance specific, ad-hoc expenditure commitments. Appropriations are made to and from these reserves on an annual basis as required.</p> <p>Finally general balances are used as a last resort to manage and fund demand-led pressures.</p>
<p>The treatment of planned efficiency savings and productivity gains</p>	<p>The force has consistently achieved its annual efficiency target. Savings elsewhere in the revenue budget have been identified to cover any shortfall.</p>
<p>The financial risks inherent in any significant new funding partnerships, collaboration, major outsourcing arrangements or major capital developments</p>	<p>The financial consequences of partnership, collaboration working, outsourcing arrangements or capital investment are reported to the PCC as part of the medium term planning process. Where relevant any additional costs are incorporated in the annual revenue budget. These are reviewed regularly during the year in the Money Matters report and where necessary the MTFP is amended.</p> <p>There are risks associated with West Mercia's decision to end the existing alliance with Warwickshire Police. West Mercia as the party giving notice is legally bound to meet the reasonable</p>

	<p>costs of implementing the exit strategy, although Warwickshire is legally bound to minimise these costs. It should be noted that the existing cost sharing arrangement excludes premises. There is already significant investment planned in both a Transformation Programme and in improvements to the ICT infrastructure. These projects will be reconfigured if necessary and may offset some costs. Warwickshire Police are currently considering several options for the future. These include operating as a standalone independent entity, further collaboration with West Mercia, collaboration with neighbouring police forces, joint working with local partners and/or a combination of the above.</p> <p>There is clearly a risk that local authority partners will continue to withdraw funding as their own budgets are reduced and that the continued viability of private sector commercial partners will be exposed to risk in the face of an economic recession.</p>
<p>The availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions.</p>	<p>The PCC has created a number of earmarked revenue reserves and provisions to meet specific expenditure items. These are shown below.</p> <p>The access criteria for special grants state that PCCs may be required to fund up to 1% of their net budget requirement themselves before the Government considers grant aid. This applies on an annual basis.</p>
<p>The general financial climate to which the authority is subject.</p>	<p>In December 2018, the Minister for Policing and the Fire Service announced that the police grants would be increased in 2019/20 to reflect the increased costs of police officer pensions. He also stated that the PCC's could increase the council tax</p>

	<p>(band D equivalent) by up to £24 per year in 2019/20.</p> <p>General inflation in the U.K. has started to increase. CPI is currently at 2.3% and RPI 3.2% (November 2018).</p> <p>A provision of 2% p.a. for the pay award has been included in the MTFP.</p> <p>The base rate was increased for the first time in over a decade in Autumn 2017, raising it from 0.25% to 0.5%. It has risen further and now stands at 0.75%. The Governor of the Bank of England has indicated that any future increases will be minimal and gradual.</p> <p>The 4 year medium term financial plan reflects our local best estimate of future inflation rates, increases in government grants and contributions and revenues raised from Council Tax.</p>
--	---

General Reserve

In recent years, the Treasurer has undertaken a review of the significant risks and pressures facing the Police and Crime Commissioner before setting a minimum level of reserves held in a General Reserve. In addition, the Treasurer has undertaken a comprehensive review of reserves held.

The key risks the Police and Crime Commissioner faces (and for which no specific provision in Earmarked Reserves is made) are:

- a. The possibility of savings targets not being met. As in previous years, I would suggest no provision in reserves for this, but, if this approach is taken, the Commissioner is recognising that any failure to deliver savings will have to be compensated for, potentially, by service reductions.
- b. Possible delays in the delivery of savings. Previous history of significant underspending has been reduced more recently due to tighter budgetary control and strong budget management arrangements. However, some delays in the delivery of savings may occur, particularly in relation to the Transformation Programme. In the current year, for example, there have been delays in progressing Invest to save schemes, particularly the complex schemes such as the OCC. Given the achievement of the 2017/18 savings

target and the progress made in implementing the savings plans for 2018/19 I am recommending a decrease in the level of reserves held to cover potential delays in the delivery of savings from £2.2m in 2018/19 to £1.2m.

- c. Any unforeseen costs in establishing new arrangements for policing and support services in Warwickshire following the end of the Strategic alliance. It is noted that the reasonable costs of implementing the exit strategy for the strategic alliance are legally required to be borne by West Mercia Police. There may be additional costs in negotiating and implementing revised collaborative arrangements at a future date. Costs may be incurred in reconfiguring the ICT infrastructure and in reviewing and changing both policing and support services. Currently these costs cannot be accurately quantified though detailed work is underway to redesign the ICT Infrastructure and reorganise policing and support services. Provision of c£12m has been made in the Medium Term Financial Plan for the modernisation of the ICT infrastructure and funding has been provided for the Transformation Team and the non-recurring costs of review of Services to Policing (this is not linked to the termination of the alliance). There may be some additional legal and contractual costs. An indicative provision of £1m may be prudent within General Reserve.
- d. To provide cover for “extraordinary” events or investigations, recognising that these would be likely to attract Special Police Grant (for costs in excess of 1% of the budget). A prudent provision would be for two such events over a five year period, which would require a provision of £1.8m.
- e. Any additional delivery costs of the Strategic Alliance and the Transformation Programme. These may be capital (e.g. IT costs), but capital costs have a revenue impact. Until the capital costs are determined, the revenue consequences cannot be. An alternative, and one with no marginal cost, would be to absorb any revenue impact by cash-limiting the capital programme and deferring schemes to accommodate any Strategic Alliance spending requirements. There is a specific provision in reserves to cover invest to save schemes, so no additional provision is recommended here.
- f. The risk on inflation, especially on pay. The Medium Term Financial Plan includes a provision of 2% for pay from 2018/19 onwards. This reflects the increasing inflationary pressures in 2017/18. Consequently I am recommending that no further provision be made, although this will be kept under review, as the risk remains.
- g. The budget includes assumptions made around part time police officer working. These changes reduce the Police Officer budget in line with the levels of part time working. If all these officers then decided to return to full-time work this would lead to a budget pressure. History suggests that this is unlikely so no specific provision is likely to be required, however the risk remains.
- h. As already stated, the Home Office has deferred a further review of the Police Funding Formula. This will now take place during the next Comprehensive Spending Review. The Home Office did consult on a new formula during 2015 but abandoned the

consultation. During this process estimates of the impact on Warwickshire ranged from an increase of £1.9m to an increase of £2.4m. Given the continuing uncertainty around the outcome of this review and any likely date for implementation I am recommending that no provision be made in 2019/20.

- i. The Government has delayed its plans for the replacement of the Airwaves network (referred to as ESN/ESCMP). There is still a lack of clarity, with not all details being known. However, a provision of £6m has been made in the Medium Term Capital Programme for the Alliance. Any capital costs that may fall to Warwickshire could be met by increased borrowing or from the use of reserves. Any increased revenue costs or grant reductions in the short term would need to be funded either from further efficiencies or from the use of reserves.
- j. There should be a general contingency provision for unknowns. Assessing a prudent level for this is impossible, but would be unlikely to be less than 1% of net revenue expenditure, around £1m.

The aggregate cost of those elements which it is feasible to estimate is £5m. Coincidentally this is approximately 5% of the net revenue budget, in line with expected best practice and emerging guidance. It should be noted that the impact of higher pay increases, the funding review or increased economic and political uncertainty which cannot be accurately estimated could prove to be significant. The Commissioner does not necessarily have to provide money in reserves for each of these elements individually, unless they are certain to occur, as one contingency can provide for several possible events, provided that all of the events are unlikely to occur together. However, he does need to give realistic consideration to the likelihood of their occurring during the period covered by the plan, and it does need to provide explicitly for those which are certain to occur.

Given the relatively low aggregate sum involved, it is recommended that a minimum level of £5m is provided in general reserves.

Provided that this sum is available at all times within reserves, I am satisfied that this budget is soundly based and adequately provides for the risks facing the Commissioner.

Earmarked Reserves

The predicted balance at 31 March 2019 for each earmarked revenue reserve – which has a specific purpose and particular timescale – is shown in the table below.

Earmarked Reserve	Balance at 1st April 2019 £m	Movement In Year £m	Forecast Balance at 31st March 2020 £m	Purpose of Reserve
Budget Reserve	1.097	0.000	1.097	To support the revenue budget whilst implementing the

				Transformation Programme
Transformation Reserve	0.945	0.500	0.445	To meet the costs of the Transformation Team
Investment in Infrastructure	8.294	2.585	5.709	To fund schemes within the capital programme and reduce the need for borrowing thereby minimising financing costs in future years
Safer Roads Partnership Reserve	1.398	0.250	1.148	Funds held on behalf of the partners to fund road safety initiatives
Redundancy Reserve	0.400	0.400	0.000	To fund redundancy costs arising from the Transformation Programme
Insurance and Legal Claims	0.300	0.300	0.000	To meet the costs of high value claims
PCC Grants and Initiatives	0.200	0.200	0.000	To fund schemes and initiatives with parties and voluntary organisations
Income Reserve	0.500	0.500	0.000	To meet budget shortfalls caused by volatility in demand led income streams which can vary considerably from year to year
Total Earmarked Reserves	13.134	4.735	8.399	

The tables in section 6 and 7 show the deployment of all reserves over the life of the Medium Term Financial Plan, and the remaining reserve balances at the end of each financial year.

Capital Reserves and Balances

In addition to the revenue reserves capital reserves are also maintained. These are used to finance the capital programme.

There is a reserve holding Capital Grants Unapplied. This holds the capital grants from the Home Office that have not yet been spent. These grants are applied to fund the capital programme and

can be carried forward without penalty until required. The balance on the reserve as at 1st April 2018 was £0.0m.

There is a Capital Receipts Reserve. This holds receipts from the sale of police houses and land and buildings which are no longer needed for operational policing as more efficient use is made of partners' and the policing estate. The funding table in section 8 above outlines the receipts expected from asset sales from 2018/19 to 2021/22. The balance on the reserve as at 1st April 2018 was £0.0m.

Summary

There has been a comprehensive review of all reserves held by the Police and Crime Commissioner. This report sets out clearly and transparently the reserves held, the purpose for which they are held, the plans for their use and the risks and assumptions underpinning them.

Based on current planning assumptions, the level of general reserves should stay above the recommended minimum level through to 2021/22 and sufficient provision has been made in earmarked reserves to fund expected one-off pressures, including the end of the existing Strategic Alliance with West Mercia Police and the establishment of new policing and support service arrangements in Warwickshire. In addition the capital reserves and the investment in infrastructure reserve will be used to fund a significant proportion of the Medium Term Capital Programme – an extensive programme to support much needed investment in land, buildings, ICT systems and vehicles. This will give policing officers and staff up to date fit for purpose facilities and enable them to provide a modern, efficient and effective policing service. By generating efficiencies and reducing borrowing costs, the use of the infrastructure and capital reserves will ensure a more sustainable financial position in the longer term. Deploying these reserves over the medium term rather than in a single year also permits some flexibility should it be necessary.

The risks associated with this budget have increased significantly. The Warwickshire Force is facing the challenge of dealing effectively with the demands placed by both an increase in crime and changes in the nature of crime. With the end of the Strategic alliance, the Warwickshire Force is facing the significant challenge of creating new arrangements to police Warwickshire. As mentioned above it is considering several options. All carry risks, not all of which are known as yet. This creates much greater uncertainty and risks in setting a budget for 2019/20. At the same time, Warwickshire has an ambitious programme to reconfigure its operational estates and modernise its ICT infrastructure. The Force will require robust project and programme management arrangements if it is to successfully achieve its aims within the resources available. However the Police and Crime Commissioner holds substantial reserves and has increased the recurring revenue funds available (with an £24 increase in Council Tax.). This combined with the strong financial management arrangements in place, recent investment and improvements in programme and project management and planned changes to corporate governance should give the Force the ability to implement this programme successfully. The Police and Crime Commissioner will hold the Chief Constable to account during this time.

Appendix A

Summary of Warwickshire Grant Settlement

The provisional Police Funding Settlement from the Home Office was received on the 13th December. The details are shown below. A final settlement will be confirmed in January 2019.

2018/19	Funding Stream	Draft 2019/20	Change
£ m		£ m	%
30.602	Police Grant (including Community Support Grant)	31.268	2.18
17.181	Revenue Support Grant	17.519	1.97
5.154	Legacy Council Tax Grants (freeze grants and plus council tax support grant)	5.154	0.0
52.937	Total	53.941	1.90

Additionally, the Police and Crime Commissioner also receives grant funding for Victims Services Commissioning and Restorative Justice from the Ministry of Justice. Notification of the actual grant allocation for 2019/20 has been received and totals £0.652m. This is a small increase compared to 2018/19 of £0.005m.

Appendix B(i)

Warwickshire Police and Crime Commissioner
Subjective analysis of income & expenditure

	2018/19 Budget £m	2019/20 Budget £m	Variance £m
Government Grant (Core Funding)	52.937	53.941	1.004
Council Tax Precept	41.194	47.493	5.999
Total Funding / Net Budget Requirement	94.431	101.434	7.003
Police Officers Pay	48.951	51.142	2.191
Police Officer overtime	1.247	1.246	(0.001)
Police Staff + PCSO Pay	27.453	29.363	1.910
Police Staff overtime	0.298	0.294	(0.004)
Agency Staff	0.078	0.020	(0.058)
Injury & Ill Health Pensions	1.215	1.301	0.086
Other Employee Expenses	0.436	0.460	0.024
Premises	3.138	3.127	(0.011)
Transport	2.124	2.164	0.040
Supplies and Services	10.103	11.569	1.466
Third Party Payments	8.411	8.601	0.190
Capital Financing	1.471	1.678	0.207
Gross Expenditure	104.925	110.965	6.040
Income	(6.722)	(8.246)	(1.524)
Net Force Budget / Expenditure / Variance	98.203	102.719	4.516
Budget Contribution to/(from) Reserves	(3.772)	(1.285)	2.487

Appendix B (ii)

Warwickshire Police and Crime Commissioner Objective analysis of income & expenditure

	2018-19	2019-20	Variance	Variance
	£'m	£'m	£'m	%
Central Services				
Change Programme	1.341	3.592	2.251	167.86
Chief Officers	0.566	0.656	0.090	15.90
Information Management System	0.223	0.251	0.028	12.56
Analysis & Service Improvement	0.016	0.831	0.815	5093.75
Total Chief Officers	2.146	5.330	3.184	148.37
Enabling Services				
Business Support Services	1.426	1.334	(0.092)	(6.45)
Corporate Communications	0.320	0.345	0.025	7.81
Estates Services	3.716	3.697	(0.019)	(0.51)
ICT Services	6.917	7.062	0.145	2.10
Legal Services	0.451	0.453	0.002	0.44
People Services	2.919	3.058	0.139	4.76
Transport Services	1.274	1.377	0.103	8.08
Total Enabling Services	17.023	17.326	0.303	1.78
Finance				
Accounting & Financial Services	0.356	0.389	0.033	9.27
Management Accounting & Business	0.359	0.331	(0.028)	256.55
Contracts & Procurement	0.752	0.698	(0.054)	(7.18)
Corporate Finance *	0.840	2.995	2.155	(7.80)
Total Finance	2.307	4.413	2.106	91.29
Local Policing				
Criminal Justice & Custody	4.007	4.347	0.340	8.49
Harm Reduction	0.717	0.465	(0.252)	(35.15)
Operational Support	0.662	0.049	(0.613)	(92.60)
Professional Standards	0.452	0.464	0.012	2.65
Operational Communications Centre	3.894	4.547	0.653	16.77
Local Policing Area Costs	45.597	0.000	(45.597)	(100.00)
Local Policing – North Warwickshire	0.000	2.165	2.165	100.00
Local Policing – South Warwickshire	0.000	1.928	1.928	100.00
Public Contact Functions	0.000	2.787	2.787	100.00
TP Head of Territorial Policing	0.000	2.664	2.664	100.00
Warwickshire Local Investigations	0.000	13.355	13.355	100.00
Warwickshire Local Policing	0.000	26.235	26.235	100.00
Total Local Policing	55.329	59.006	3.677	6.65

Appendix B (ii) - continued

	2018-19 £'m	2019-20 £'m	Variance £'m	Variance %
Police and Crime Commissioner	2.665	2.665	0.000	0.00
Protective Services				
Head of Protective Services	0.459	0.303	(0.156)	(33.99)
Forensic Services	2.310	2.296	(0.014)	(0.61)
Intelligence Department	2.879	4.212	1.333	46.30
Crime Management	1.137	0.000	(1.137)	(100.00)
Major Investigations	1.500	1.480	(0.020)	(1.33)
National Armed Policing	0.017	0.000	(0.017)	(100.0)
OCON	0.000	0.450	0.450	100.0
Operations	8.264	2.805	(5.459)	(66.06)
Protecting Vulnerable People	0.579	0.613	0.034	5.87
Regional Organised Crime Unit	1.588	1.820	0.232	14.61
Total Protective Services	18.733	13.979	(3.617)	(19.31)
Grand Total	98.203	102.719	5.663	5.76

Note * The additional grant for Police Officer Pensions is included in Corporate Finance

Warwickshire Capital Programme

No.	Capital Project Description	2018/19-2022/23 Proposed Project Budget	2018-19 Forecast @ Qtr 2	2019-20 Proposed Project Budget (incl slippage from 2018-19)	2020-21 Proposed Project Budget	2021-22 Proposed Project Budget	2022-23 Proposed Project Budget
		£000	£000	£000	£000	£000	£000
	ESTATES WARWICKSHIRE:						
2	Operation Command Control Centre - Stuart Ross House, Warwick	495.0	145.0	350.0	-	-	-
15a	Operational Policing Unit (EAST) - Warwickshire	4,000.0	-	4,000.0	-	-	-
	Relocation of SNT/Patrol - Rugby, wickshire	1,000.0	-	-	500.0	500.0	-
15d	Stratford Police Station redevelopment	2,500.0	50.0	2,450.0	-	-	-
7	Investment in Estates Infrastructure - Warwickshire - 2017-18	100.0	100.0	-	-	-	-
14	Investment in Estates Infrastructure 2018-19 onwards (31%)	387.0	0.0	155.0	77.0	78.0	77.0
	TOTAL - ESTATES WARKWICKSHIRE:	8,482.0	295.0	6,955.0	577.0	578.0	77.0
	ICT						
	ICT PROGRAMME OF CHANGE:						
	POC IN PIPELINE:						
	ICT Investment required over period of MTFP (ROM):	20,250.0	-	8,250.0	6,000.0	4,000.0	2,000.0
	TOTAL - POC IN PIPELINE:	20,250.0	-	8,250.0	6,000.0	4,000.0	2,000.0
	POC IN FLIGHT:						
18	Operation Command Control Centres - ICT Infrastructure & Systems:	3,544.0	830.0	2,714.0	-	-	-
18	OCC Hindlip - ICT Infrastructure, including Joint Operations Centre fit-out	89.0	89.0	-	-	-	-
18	OCC Operations Enabling Technologies (OET) - SAAB plus supporting hardware etc. Including £373k from Mobile Working budget, plus £175k from Desktop Replacement budget, plus £95k from Design Enterprise Team budget	3,410.0	696.0	2,714.0	-	-	-
18	Warwickshire OCC Project - Stuart Ross House ICT fit-out	45.0	45.0	-	-	-	-

No.	Capital Project Description	2018/19-2022/23 Proposed Project Budget	2018-19 Forecast @ Qtr 2	2019-20 Proposed Project Budget (incl slippage from 2018-19)	2020-21 Proposed Project Budget	2021-22 Proposed Project Budget	2022-23 Proposed Project Budget
		£000	£000	£000	£000	£000	£000
19	ANPR Project - expansion of fixed camera sites & back office	718.0	687.0	31.0	-	-	-
19	ANPR Cameras in cars (In-Vehicle Technology [in-car media])	84.0	84.0	-	-	-	-
	Regional Motorway ANPR Cameras	146.0	146.0	-	-	-	-
20	Desktop Telephony / Full Uni Comms (ICT Telephony)	924.0	664.0	260.0	-	-	-
21	Athena (all projects combined)	58.0	58.0	-	-	-	-
	Athena 2	194.0	194.0	-	-	-	-
22	Data Network Replacement - "Red Flag Project" - (Virgin Business)	63.0	63.0	-	-	-	-
23	Body Worn Video	3.0	3.0	-	-	-	-
25	Telematics - vehicle deployment and monitoring software	108.0	108.0	-	-	-	-
46	Emergency Services Network - (Airwave Radio Replacement)	5,899.0	-	2,000.0	2,000.0	1,899.0	-
56	BOXI - <i>Business Object version XI replacement</i>	305.0	305.0	-	-	-	-
63	FORENSIC SYSTEM - SOCRATES	7.0	7.0	-	-	-	-
	TOTAL - POC IN FLIGHT:	12,053.0	3,149.0	5,005.0	2,000.0	1,899.0	-
	POC COMPLETED:						
29	Corporate Gazetter	1.0	1.0	-	-	-	-
51	Hardware - <i>Mobile Working Project</i> (less £373k used for OET above)	3,000.0	-	-	-	3,000.0	-
57	Origin upgrades & enhancements	55.0	55.0	-	-	-	-
	TOTAL - POC COMPLETED:	3,056.0	56.0	-	-	3,000.0	-
	TOTAL - ICT PROGRAMME OF CHANGE:	35,359.0	3,205.0	13,255.0	8,000.0	8,899.0	2,000.0
	ICT PROGRAMME OF WORK:						
	POW IN PIPELINE:						
26	CCTV for Force buildings including Custody	500.0	-	500.0	-	-	-
38	Corporate WiFi	600.0	-	600.0	-	-	-

No.	Capital Project Description	2018/19-2022/23 Proposed Project Budget	2018-19 Forecast @ Qtr 2	2019-20 Proposed Project Budget (incl slippage from 2018-19)	2020-21 Proposed Project Budget	2021-22 Proposed Project Budget	2022-23 Proposed Project Budget
		£000	£000	£000	£000	£000	£000
39	Consolidation of small systems	50.0	50.0	-	-	-	-
41	Confidential Network Environment (CNE) resilience (multi-site)	200.0	-	200.0	-	-	-
	Vetting Project Defford	66.0	66.0	-	-	-	-
45	FIREARMS LICENSING UNIT	-	-	-	-	-	-
	TOTAL - POW IN PIPELINE:	1,416.0	116.0	1,300.0	-	-	-

POW IN FLIGHT:							
47	Hardware - Desktop Equipment PCs/Laptops/Winterms (replacement) - less £175k in 2017/18 used for OET above	2,244.0	144.0	200.0	1,500.0	200.0	200.0
48	Hardware - HTCJ replacement (desktops & servers)	350.0	-	200.0	150.0	-	-
50	Hardware - Multimedia Project (Higher-spec PCs and servers)	29.0	29.0	-	-	-	-
	DIGITAL COMMUNICATIONS DEPLOYMENT (D.C.D.)	529.0	529.0	-	-	-	-
	K.COM TRANSITION PROJECT	1,900.0	1,050.0	850.0	-	-	-
52	Hardware - Printers/Scanners	70.0	30.0	10.0	10.0	10.0	10.0
53	Hardware - Servers (include PSN)	931.0	131.0	200.0	200.0	200.0	200.0
54	Network - upgrades	203.0	3.0	50.0	50.0	50.0	50.0
58	Storage Area Network (SAN) / Backup Infrastructure	900.0	100.0	200.0	200.0	200.0	200.0
59	Software Upgrades	1,121.0	121.0	250.0	250.0	250.0	250.0
64	WORKSPACE MODERNISATION PROGRAM	88.0	88.0	-	-	-	-
	TOTAL - POW IN FLIGHT:	8,365.0	2,225.0	1,960.0	2,360.0	910.0	910.0

	TOTAL - ICT PROGRAMME OF WORK:	9,781.0	2,341.0	3,260.0	2,360.0	910.0	910.0
	TOTAL - ICT PROGRAMMES OF CHANGE AND WORK:	45,140.0	5,546.0	16,515.0	10,360.0	9,809.0	2,910.0
	Warwickshire Proportion of ICT - 31%:	13,993.4	1,719.3	5,119.7	3,211.6	3,040.8	902.1

VEHICLE REPLACEMENT:							
65	WARWICKSHIRE - Vehicle Replacement Programme	4,591.0	981.0	760.0	770.0	1,320.0	760.0
	TOTAL VEHICLE REPLACEMENT	4,591.0	981.0	760.0	770.0	1,320.0	760.0

No.	Capital Project Description	2018/19-2022/23 Proposed Project Budget	2018-19 Forecast @ Qtr 2	2019-20 Proposed Project Budget (incl slippage from 2018-19)	2020-21 Proposed Project Budget	2021-22 Proposed Project Budget	2022-23 Proposed Project Budget
		£000	£000	£000	£000	£000	£000
	AFFORDABILITY FUNDING ENVELOPE:						
	Warwickshire Funding envelope for potential capital spend resulting from the review of the Police estate (including "One Town" Reviews):	6,681.0	-	-	2,227.0	2,227.0	2,227.0
	PLANT & EQUIPMENT PROGRAMME:						
	Body Armour replacement (31%)	399.6	-	399.6	-	-	-
	TOTAL PLANT & EQUIPMENT PROGRAMME	399.6	-	399.6	-	-	-

NEW BUSINESS PLANS CAPITAL APPROVED MAR-APR'17							
	METHODS OF ENTRY RIG & WORKING AT HEIGHTS	21.0	21.0	-	-	-	-
	TASERS	75.0	75.0	-	-	-	-
	FIREARMS PROTECTION EQUIPMENT	52.0	52.0	-	-	-	-
	TARGET TURNERS - FIREARMS SCHOOL	51.0	51.0	-	-	-	-
	DOG CAMERAS & EQUIPMENT	4.0	4.0	-	-	-	-
	TOTAL - NEW BUSINESS PLANS CAPITAL APPROVED MAR-APR'17	203.0	203.0	-	-	-	-
	Warwickshire Proportion of Business Plans - 31%:	62.9	62.9	-	-	-	-

Total Capital Budget	34,209.9	3,058.2	13,234.2	6,785.6	7,165.8	3,966.1
-----------------------------	-----------------	----------------	-----------------	----------------	----------------	----------------

MEMO: Other Projects with costs completing in 2018-2019							
24	Digital Forensics Distribution Model	454.0	20.0	434.0	-	-	-
		454.0	20.0	434.0	-	-	-
	Warwickshire Proportion of ICT - 31%:	140.7	6.2	134.5	-	-	-
	SAFER ROADS REPLACEMENT CAMERAS AND EQUIPMENT (WORKS)	13.0	13.0				
	Safety Camera and Section 27 expenditure:	13.0	13.0	-	-	-	-
	Total Other Projects:	153.7	19.2	134.5	-	-	-
	TOTAL CAPITAL SPEND & PLANS 2018-19 to 2022-23:	34,363.7	3,077.4	13,368.8	6,785.6	7,165.8	3,966.1

PRUDENTIAL INDICATORS

1. AFFORDABILITY PRUDENTIAL INDICATORS	2018/19 Estimate	2018/19 Forecast Outturn	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
	£'000	£'000	£'000	£'000	£'000
Capital Expenditure	7,912	3,078	13,369	6,786	7,166
	%	%	%	%	%
Ratio of financing costs to net revenue stream	1.62	1.67	1.63	2.49	2.38
	£'000	£'000	£'000	£'000	£'000
In Year borrowing requirement					
- in year borrowing requirement	2,987	2,518	11,644	0	2,902
	£'000	£'000	£'000	£'000	£'000
In year Capital Financing Requirement	2,126	1,612	10,687	(1,647)	1,255
	£'000	£'000	£'000	£'000	£'000
Capital Financing Requirement 31 March	28,993	26,626	37,313	35,366	36,621
	£	£	£	£	£
Affordable Borrowing Limit					
Increase per council tax payer	£0.59	£0.67	£0.31	£2.20	(£0.12)
2. TREASURY MANAGEMENT PRUDENTIAL INDICATORS	2018/19 Estimate	2018/19 Forecast Outturn	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
	£'000	£'000	£'000	£'000	£'000
Authorised limit for external debt					
- Borrowing	40,000	40,000	45,000	45,000	45,000
	£'000	£'000	£'000	£'000	£'000
Operational boundary for external debt					
- Borrowing	30,000	30,000	35,000	35,000	35,000
Upper limit for fixed rate interest exposure					
- net principal re fixed rate borrowing / investments	£40m	£40m	£40m	£40m	£40m
Upper limit for variable rate exposure					
- net principal re variable rate borrowing / investments	£5m	£5m	£5m	£5m	£5m

Maturity structure of new fixed rate borrowing during 2013/14	Upper Limit	Lower Limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

2019/20 Precept Consultation Summary

Office of the Police and Crime Commissioner for Warwickshire

Published: 28 January 2019

Precept Consultation 2019/20 Summary

Table of Contents

Introduction	3
1.0 Headline result	4
2.0 Summary of publicity	5
2.1 Media coverage	5
2.2 Social Media Promotion	5
2.2.1 Facebook/Instagram	6
2.2.2 Twitter	6
2.3 Elected members.....	6
2.4 Partner organisations	7
2.5 Community contacts	7
2.6 Warwickshire Police	8
2.7 Commissioner’s Monthly Newsletter.....	8
3.0 Online consultation survey results in detail	9
3.1 Survey responses <i>Q1 – Are you a resident of Warwickshire?</i>	9
Q2 – Which district do you live in?	10
Q3 - Do you work for Warwickshire Police?	11
Q3 - Are you a:	12
Q4 - Are you a Council Tax payer?	13
Q6 - How much do you think the current Police Precept is each week?	14
Q7 - Which level of precept increase would you be willing to support in 2019/20?	15
Q8 - Would you like to provide more information about your answer?.....	16
3.2 Demographic questions	17
Q-9 What is your age?	17
Q10 - Which race/ethnicity best describes you?	18
Q11 - What gender do you identify as?	19
Q12 - Do you consider yourself to have a disability?	20
Q13 - Have you been a victim of crime in the last 12 months?.....	21
4.0 Additional responses.....	22

4.1 Social media comments	22
4.2 Face-to-face consultation.....	22
4.2.1 Local Authorities	22
4.2.2 Police employee associations	22
4.2.3 The Business Community	23
4.2.4 Members of Parliament	23
5.0 Conclusions	24
Appendix A: Infographics used in the consultation	25
Appendix B: Statistical breakdown by district / interest area	27

Introduction

POLICE PRECEPT 2019/20

**HOW MUCH EXTRA ARE YOU WILLING TO PAY
TO SUPPORT POLICING IN WARWICKSHIRE?**

The Police and Crime Commissioner launched his precept consultation on Tuesday 18 December 2018 following receipt of the Government's police funding settlement on 13 December. The consultation ended on Thursday 24 January 2018 – a total time of five weeks and two days. A precept proposal and explanatory infographic was published on the OPCC website alongside a short online survey, enabling people to comment on the proposals being put forward.

Four options were presented for public feedback:

- Option 1 – a rise of £1 per month (equivalent to £12 per year on a Band D property)
- Option 2 – a rise of £1.50 per month (equivalent to £18 per year on a Band D property)
- Option 3 – a rise of £2 per month (equivalent to £24 per year on a Band D property)
- Option 4 – more than £2 per month (accepting that this was beyond what was being proposed but allowing the PCC to gauge the true extent of the public appetite for an increase)

The online survey also allowed respondents to suggest an alternative 'other' precept change, which gave those who wished to oppose an increase or suggest a lower amount a chance to put forward their views.

Consultation meetings were also held with key partners, local authorities, Members of Parliament and the business community, while comments and feedback were also received via email and through social media.

The consultation gathered the largest number of responses to date for the OPCC, an increase of more than 1,100 on last year.

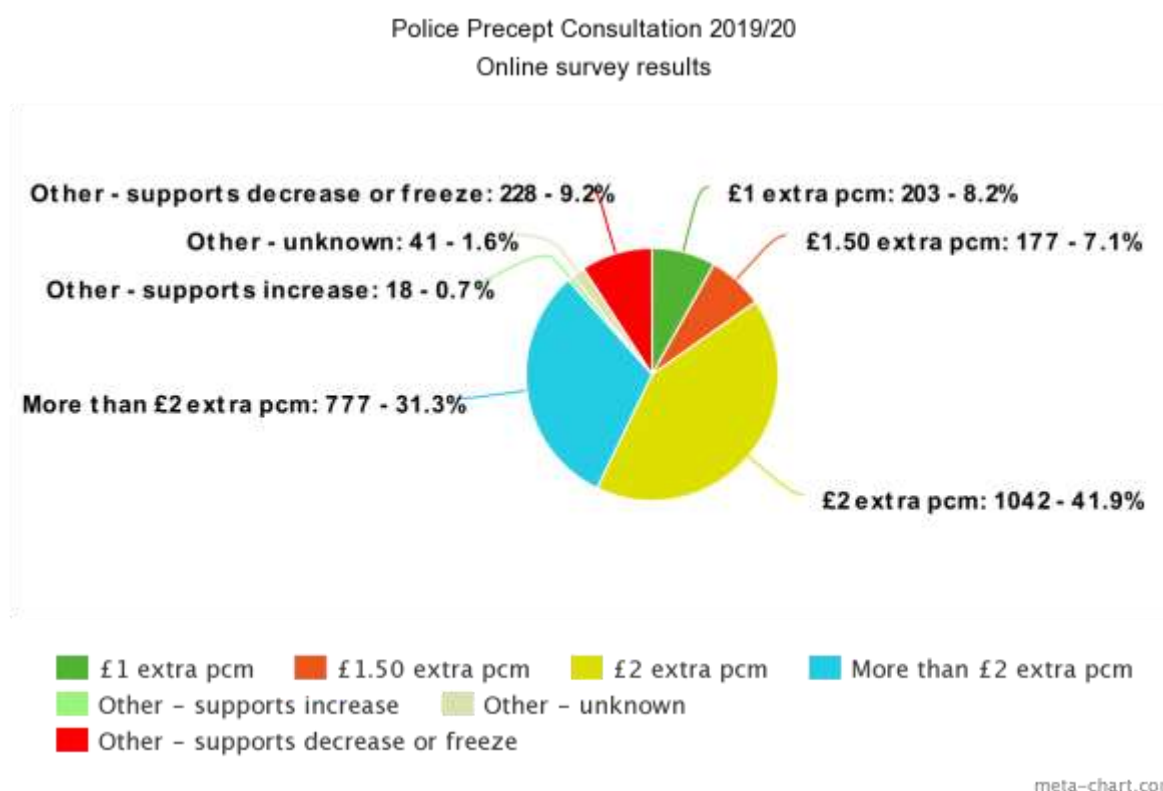
Infographics used during the consultation can be found in Appendix A.

1.0 Headline result

At its close on Thursday 24 January, the online survey had received 2,693 responses, with 2,490 of those responding identifying as being residents of Warwickshire.

This is the highest return for a precept consultation undertaken the OPCC (previous high marks were 1,026 in 2016 and 1,501 in 2018).

182 people began the survey but did not complete it, meaning that views on the precept proposals were obtained from 2,511 individuals. Of those responding, 96.71% indicated they were council tax payers.



Answer choice	Results	
£1 extra per month*	8.1%	203
£1.50 extra per month*	7.0%	177
£2 extra per month*	41.5%	1,042
More than £2 extra per month*	30.9%	777
Some other form of increase	0.7%	18
Supported a freeze or precept decrease	9.2%	228
Other – views unknown	1.2%	41
		Total: 2,511

* For an average Band 'D' property.

Figures are broken down separately by area, police employee vs general public and by Warwickshire vs non-Warwickshire resident in Appendix B but show support for an increase of at least £2 per month in the range of 65%-75%.

2.0 Summary of publicity

The survey was published on the OPCC website and featured prominently on the front page, public consultation and new pages. The following promotional activities were undertaken:

2.1 Media coverage

A launch press release was issued on December 18 and this was promoted on the website and OPCC social media channels. Coverage was received in:-

- Stratford Herald (Print edition, December 20)
- Leamington Observer (Online, December 21)
- Rugby Observer (Online, December 21)
- Stratford Herald (Online, December 21)
- Leamington Observer (Print, January 3)
- Stratford Observer (Print, January 4)
- Redditch & Alcester Standard (Print, January 4)

2.2 Social Media Promotion

Posts were placed on OPCC Twitter and Facebook accounts and a promotional campaign was paid for on Facebook, Instagram and Twitter, encouraging people to complete the online survey. The following example from Instagram shows how infographics were used to convey the main messages of the proposal:



The following results were achieved :

2.2.1 Facebook/Instagram

Tranche 1

Ran for 14 days from December 20 over two ad sets, targeted at audiences in Warwickshire aged 17 and over, with results paid on click through to the survey.

A combined audience of 37,181 users was reached, resulting in 752 click-throughs to the survey, 129 comments and 32 shares. The post was liked 61 times, with 1 'sad' and 4 'angry' reactions. A further 51 comments were made on sharings of the posts.

Tranche 2

A second group of ads ran on Facebook and Instagram in the final week of the consultation, targeted at audiences in Warwickshire aged 17 and over. This was designed to encourage engagement and reached 5,170 users and resulted in 351 separate pieces of engagement.

2.2.2 Twitter

Tranche 1

A promoted tweet ran from December 20 to January 1 targeted at audiences in Warwickshire postcodes and followers of the OPCC account.

An audience of 12,981 was reached, generating 86 click-throughs to the survey and 26 likes.

An unpaid tweet on December 20 at the launch of the consultation reached a further 2,824 users, generating 16 click-throughs to the survey and 5 likes.

Tranche 2

To promote the survey in January, a tweet was promoted on January 17 to audiences in Warwickshire, reaching 35,317 users and resulting in 1,216 link clicks. An unpaid tweet, on the final day of the consultation reached another 1,582 users but generated just 8 click-throughs to the survey.

2.3 Elected members

A letter explaining the launch of the consultation and encouraging participation and requesting help in promoting the survey was shared with the Police and Crime Panel and elected members at County, District and Borough levels. Notifications that the letter had been circulated to councillors was received from Warwickshire County Council, Nuneaton & Bedworth District Council and Warwick District Council, though the democratic services departments of other authorities may have circulated to members without reply.

A similar circulation was made via WALC (Warwickshire & West Midlands Association of Local Councils) at parish and town council levels.

The offices of all five county MPs were similarly written to and encouraged to help with publicity of the survey.

2.4 Partner organisations

A number of partner organisations were contacted and asked to help promote the consultation widely among the community:

- Warwickshire Youth Parliament – details circulated to members
- Safer Warwickshire Partnership Board - an update on the consultation was added to the 'Safe in Warwickshire' website.
- National Farmers' Union – newsletter information for onward distribution to members was sent to the Warwickshire County Advisor, who was also briefed personally during a visit to the OPCC.
- Business Watch – the Business Crime Advisor circulated details to contacts and included updates on the Business Watch website.
- Rural Watch – promoted the OPCC post on social media and also posted on the Rural Watch website.
- Warwickshire Community and Voluntary Action – suggested newsletter content circulated to each WCAVA office.
- Warwickshire Neighbourhood Watch – information cascaded to NHW groups via the County Chair.
- EquIP – information cascaded via the Chief Executive to county contacts
- Hate Incident Partnership Panel – information circulated to members via Warwickshire County Council Community Safety

2.5 Community contacts

To encourage participation in the survey by members of Warwickshire's minority ethnic groups, details were circulated to the following organisations:

- Gurdwara Sahib Leamington & Warwick
- Nuneaton Muslim Society
- Rugby Sikh Temple and Community Centre
- Shri Guru Teg Bahadar Gurdwara, Nuneaton
- Nuneaton Khalifa Muslim Society
- Local Polish Catholic Mission, Leamington Spa
- Leamington Spa Masjid and Muslim Community Centre
- Gurdwara Babe Ke, Leamington Spa
- Guru Nanak Sikh Temple, Nuneaton
- Shree Krishna Mandir, Leamington Spa

2.6 Warwickshire Police

All police officers, staff and volunteers within Warwickshire were emailed by the Chief Constable to raise awareness of the consultation and encourage participation.

In addition, further tailored messages were sent to the Police Cadets and to members of the force's Independent Advisory Groups.

The force's online Community Messaging Service was also used to promote the consultation, to both general subscribers and those from the business community.

A number of the force social media accounts re-posted the OPCC's tweets/posts.

2.7 Commissioner's Monthly Newsletter

A promotional article was included in the December 2018 newsletter, generating 17 direct click-throughs to the survey.

We are grateful to all those who helped to publicise the precept consultation and encourage people to respond.

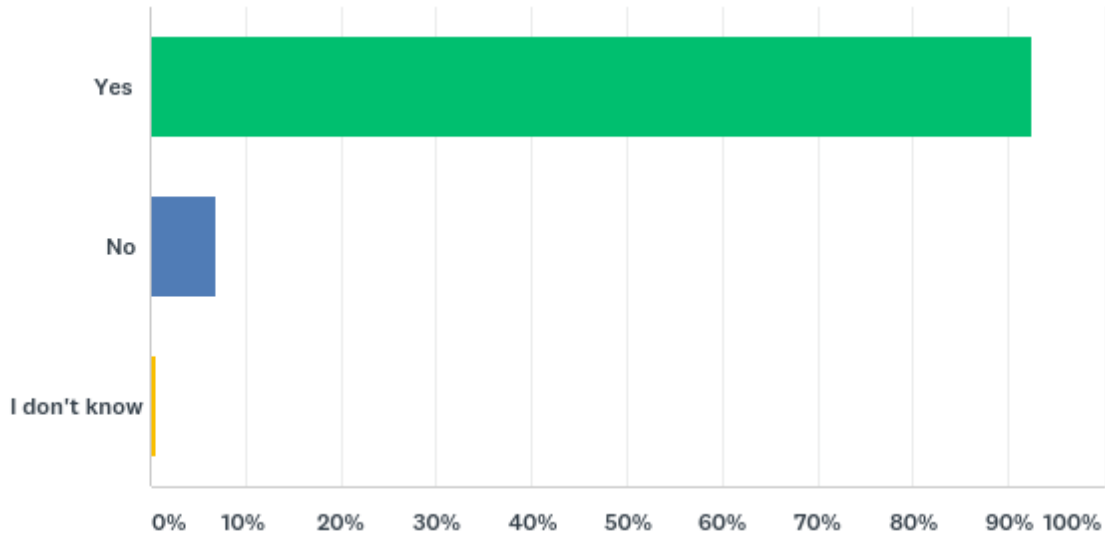
3.0 Online consultation survey results in detail

Data below is for all responses – figures broken down by district area, resident vs non-resident etc can be found in Appendix B.

3.1 Survey responses

Q1 – Are you a resident of Warwickshire?

Answered: 2,693 Skipped: 0

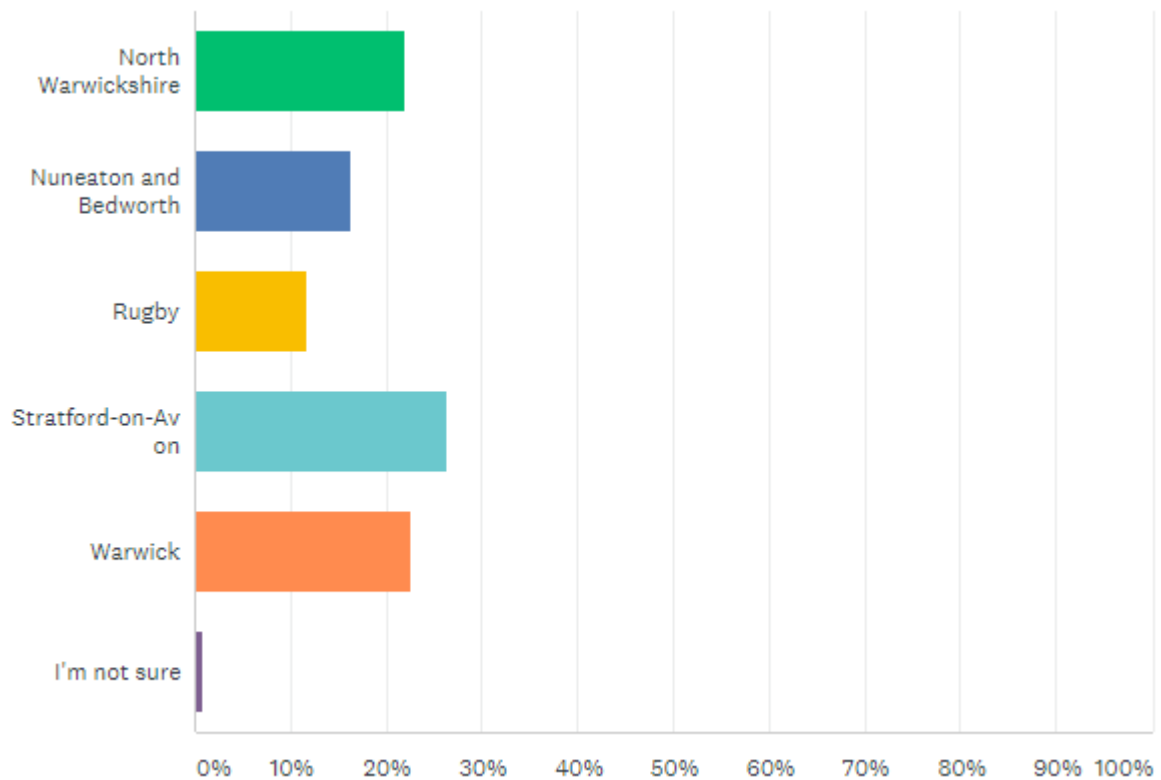


Answer choice	Result	
Yes	92.46%	2,490
No	6.94%	187
I don't know	0.59%	16
		Total : 2,693

Those answering 'yes' proceeded to Q2, those answering 'no' skipped to Q3.

Q2 – Which district do you live in?

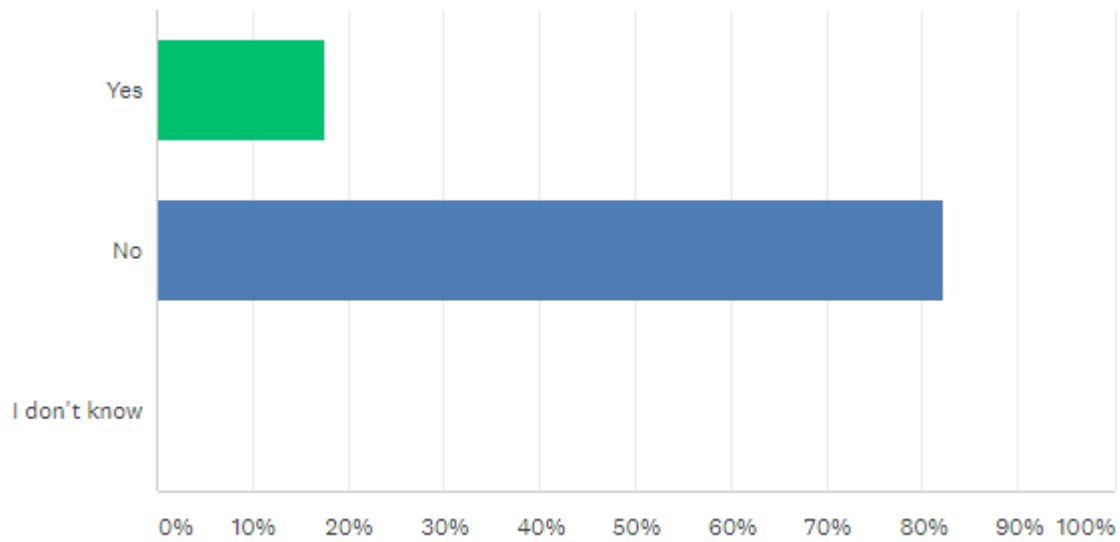
Answered: 2,485 Skipped: 208



Answer	Result	
North Warwickshire	22.05%	548
Nuneaton and Bedworth	16.22%	403
Rugby	11.79%	293
Stratford-on-Avon	26.32%	654
Warwick	22.70%	564
I'm not sure	0.93%	23
		Total: 2,485

Q3 - Do you work for Warwickshire Police?

Answered: 2,682 Skipped: 11

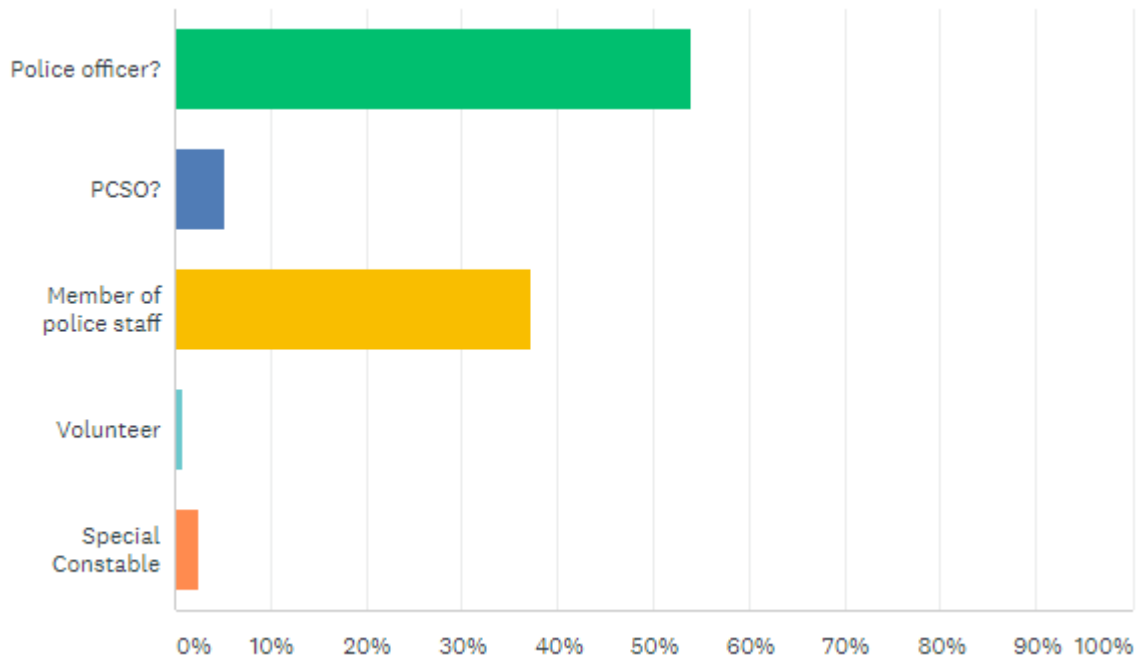


Answer choice	Result
Yes	17.64% 473
No	82.14% 2,203
I don't know	0.22% 6
Total : 2,682	

Those answering 'yes' proceeded to Q3, those answering 'no' skipped to Q5.

Q3 - Are you a:

Answered: 474 Skipped: 2,219

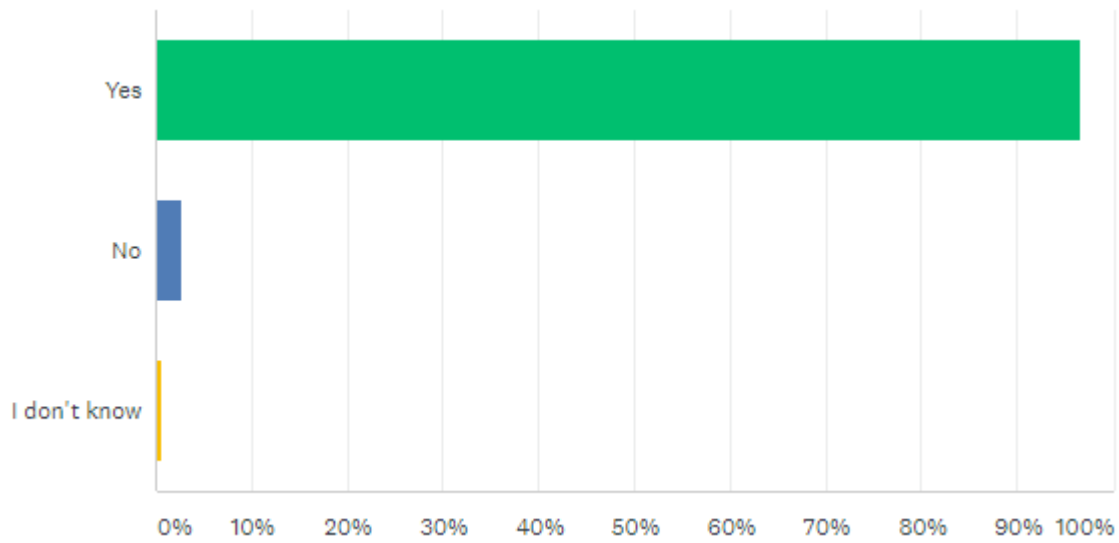


Answer	Result	
Police officer	54.01%	256
PCSO	5.27%	25
Member of police staff	37.34%	177
Volunteer	0.84%	4
Special Constable	2.53%	12
		Total: 474

A comments field was also provided in this question, allowing people to provide additional information to describe their role. The majority were people who had answered as police staff indicating that they were also Special Constables, though one respondent indicated they were a retired officer, now working as police staff, another worked as a detention officer and another as a police staff investigator.

Q4 - Are you a Council Tax payer?

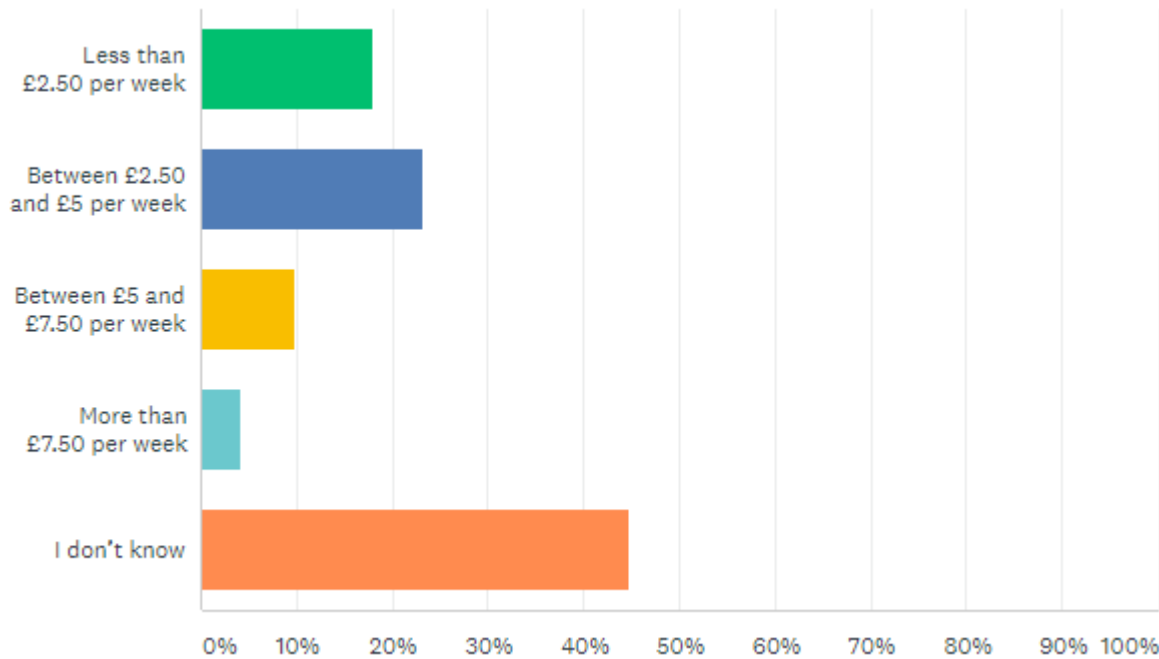
Answered: 2,643 Skipped: 50



Answer choice	Result	
Yes	96.71%	2,556
No	2.65%	70
I don't know	0.64%	17
		Total : 2,643

Q6 - How much do you think the current Police Precept is each week?

Answered: 2,643 Skipped: 50

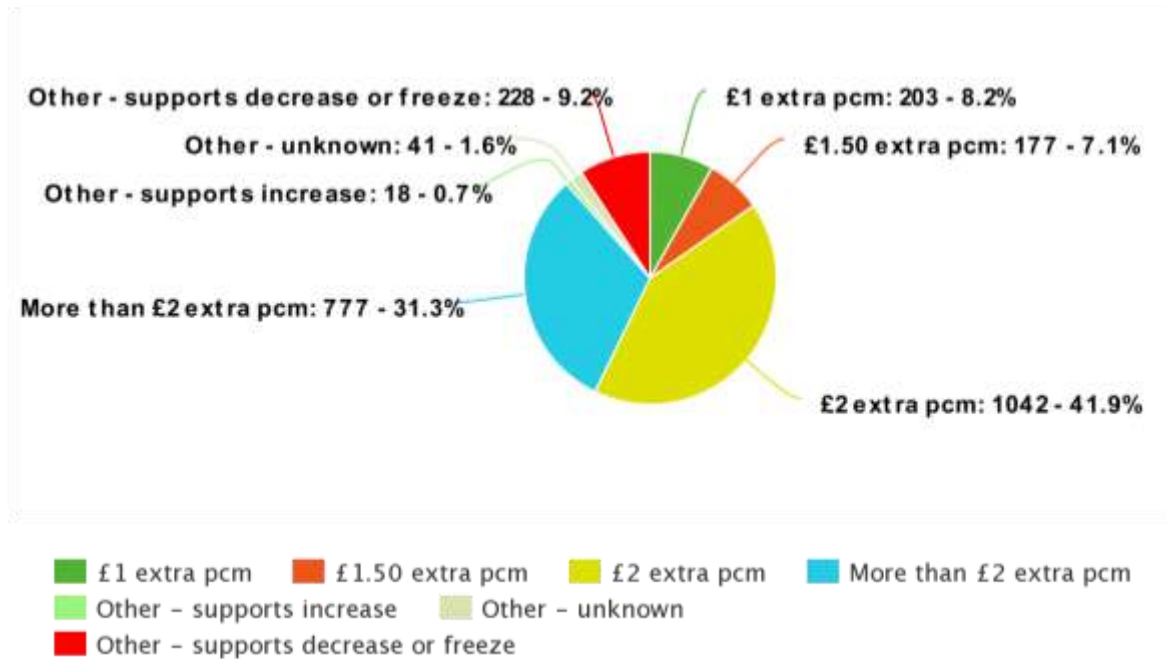


Answer	Result	Count
Less than £2.50 per week	18.09%	478
Between £2.50 and £5 per week	23.12%	611
Between £5 and £7.50 per week	9.88%	261
More than £7.50 per week	4.12%	109
I don't know	44.80%	1,184
		Total: 2,643

N.B. Current Council Tax bands are all between £2.60 and £7.84 per week, suggesting that the majority of taxpayers are either incorrect or do not know how much they currently pay for policing.

Q7 - Which level of precept increase would you be willing to support in 2019/20?

Answered: 2,511 Skipped: 182



meta-chart.com

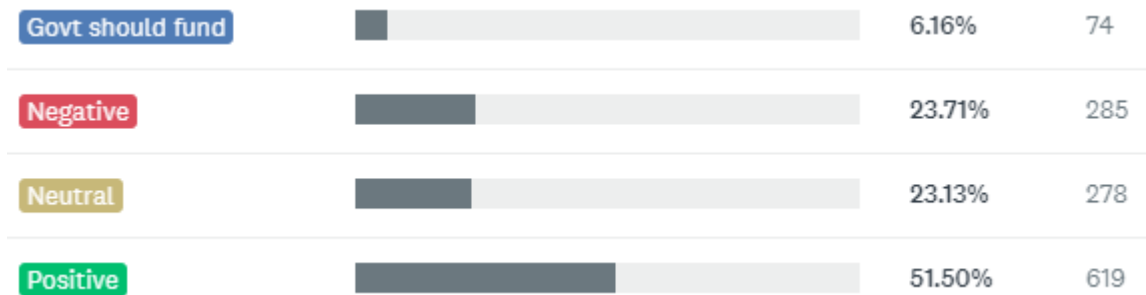
Answer choice	Results	
£1 extra per month*	8.1%	203
£1.50 extra per month*	7.0%	177
£2 extra per month*	41.5%	1,042
More than £2 extra per month*	30.9%	777
Some other form of increase	0.7%	18
Supported a freeze or precept decrease	9.2%	228
Other – views unknown	1.2%	41
		Total: 2,511

* For an average Band 'D' property.

Q8 - Would you like to provide more information about your answer?

Answered: 1,202 Skipped: 1,491

A total of 1,202 individual comments were made, which can broadly be broken down into the following categories:



There were a total of 619 comments (51.50%) which were showed favouritism towards a precept rise, with 285 (23.71%) expressing the view that there should not be a rise. A smaller number of people (74 or 6.16%) expressed the view that the Government should provide further enhanced funding, rather than local taxpayers. The latter group also included a small handful who still believed it was right to increase the precept even without further central funding.

The vast majority of those supporting a rise in the precept to pay for additional officers expressed the desire to see a subsequent uplift in visible policing, particularly in rural areas. There were significant numbers of comments expressing a wish that police numbers should be boosted in Coleshill, Atherstone and Shipston areas in particular.

A significant number of the comments (278 or 23.23%) were of a more generic or neutral nature, often making more general statements about crime or policing and, as such, it was not possible to determine whether they were expressing support or opposition for a precept rise.

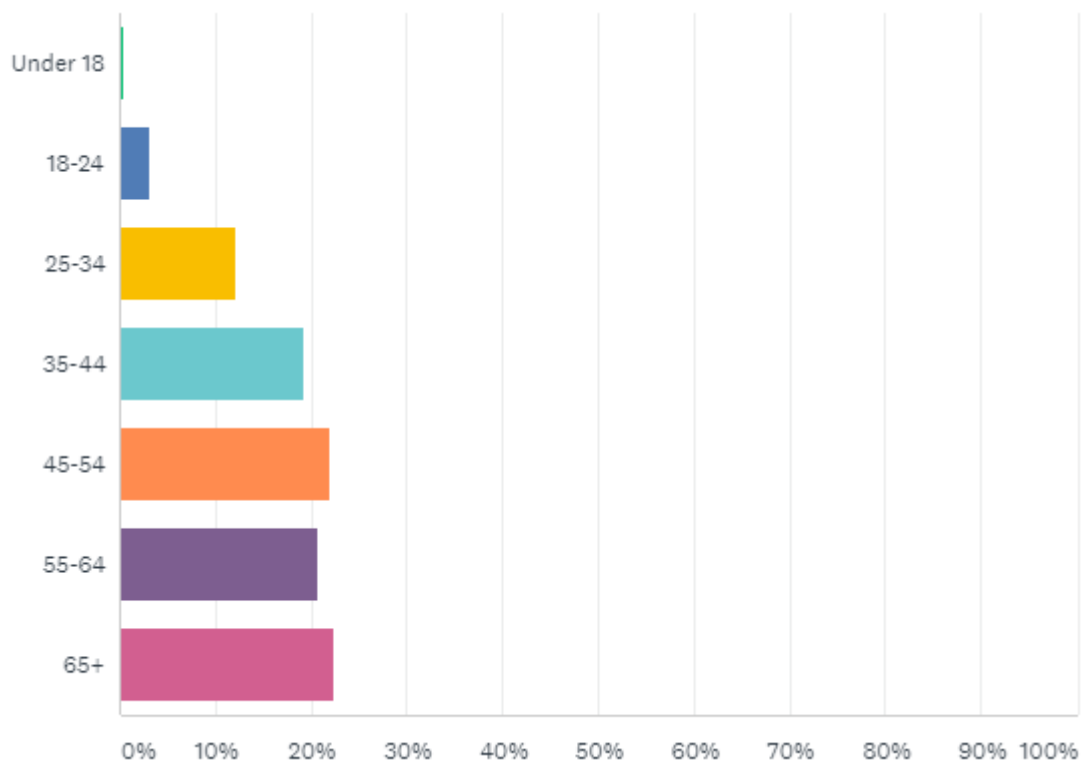
Of those who expressed a preference for no rise, concerns were expressed about the ability of some taxpayers to afford an increase, especially in light of other potential increases from the other precepting authorities - particular reference being made to charges levied on green bin collections on a number of occasions. Another viewpoint expressed on a number of occasions was the perceived need for the police to make greater efficiency savings before asking taxpayers for more money. Others still expressed a view that local councils should be asked to contribute or to transfer money from their own efficiency savings – this appears to stem from a misunderstanding of the nature of Council Tax and an assumption that, due to its title, local authorities are involved in the precept setting for the police.

3.2 Demographic questions

In order to assess the reach of the consultation survey, the following demographic questions were included, on an optional basis. There was no penalty for not completing any of the questions and respondents could give as little or as much information without affecting their ability to complete the remainder of the questionnaire. Note should be taken therefore of the numbers of skipped responses before extrapolating across the whole of the dataset.

Q-9 What is your age?

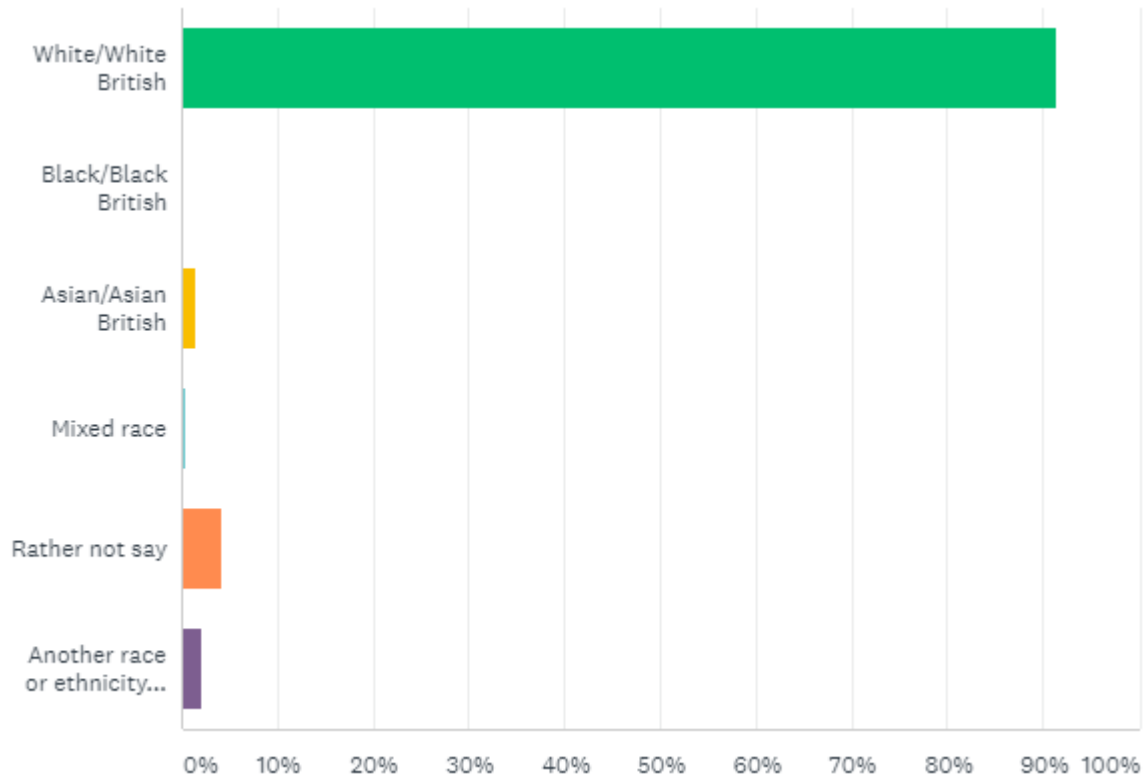
Answered: 2,454 Skipped: 239



Answer choice	Results	
Under 18	0.49%	12
18-24	3.14%	77
25-34	12.10%	297
35-44	19.23%	472
45-54	21.96%	539
55-64	20.74%	509
65+	22.33%	548
		Total: 2,454

Q10 - Which race/ethnicity best describes you?

Answered: 2,451 Skipped: 242



Answer choice	Results	
White / White British	91.39%	2,240
Black / Black British	0.29%	7
Asian / Asian British	1.55%	38
Mixed race	0.49%	12
Rather not say	4.20%	103
Another race or ethnicity*	2.08%	51
		Total: 2,451

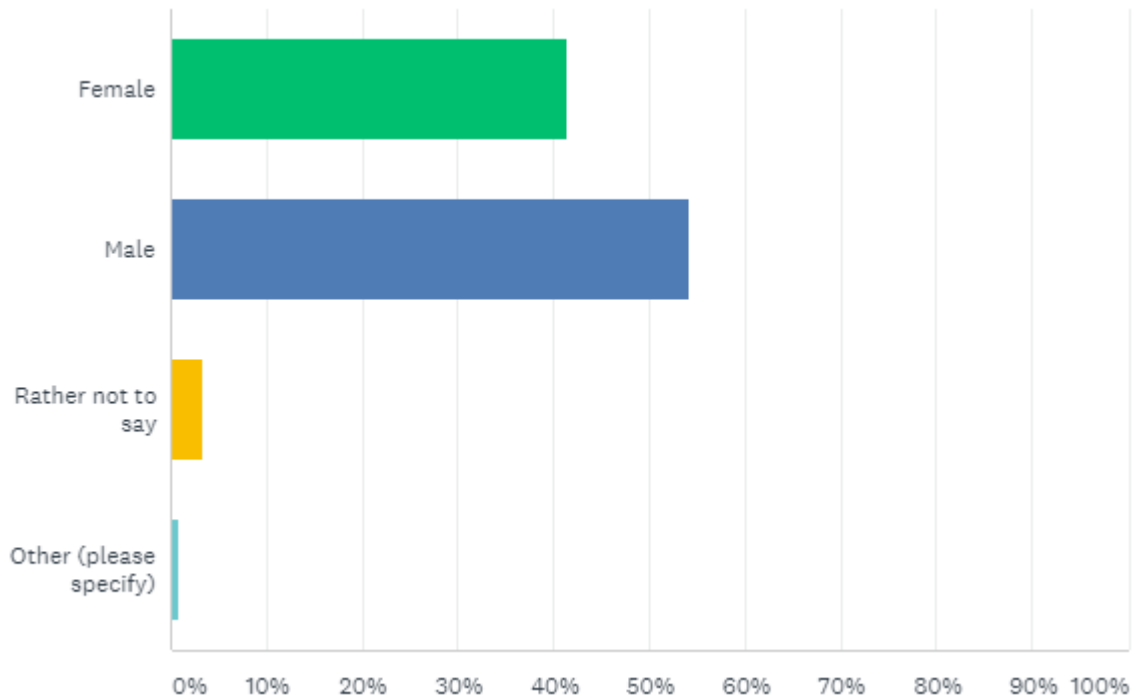
*Other stated race or ethnicities stated by respondents included: White English, Sikh, White/Irish, English, British, Egyptian, Peruvian, Indian and a number indicating they did not feel this information was relevant to the survey.

For comparison purposes, the ONS lists the following ethnic breakdown for the Warwickshire population (2011 Census):

- 92.8% White
- 4.6% Asian
- 1.5% Mixed
- 0.8% Black
- 0.4% Other

Q11 - What gender do you identify as?

Answered: 2,437 Skipped: 256

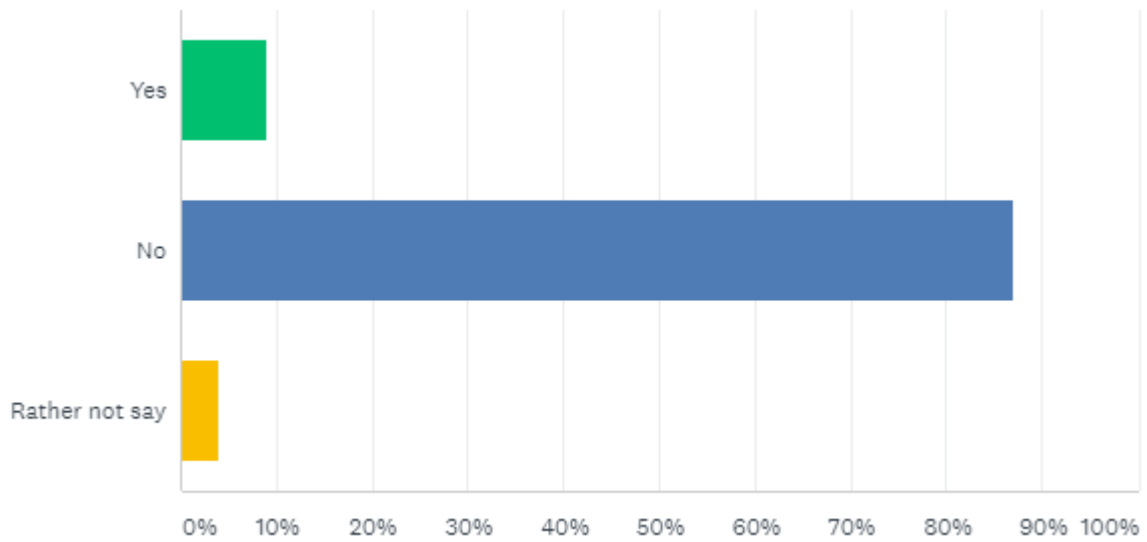


Answer choice	Results	
Female	41.53%	1,012
Male	54.29%	1,323
Rather not say	3.41%	83
Other (please specify)*	0.78%	19
Total: 2,437		

* One respondent identified as transgender, however the majority of responses to this question were either questioning the relevance to the survey, or questioning the choices available.

Q12 - Do you consider yourself to have a disability?

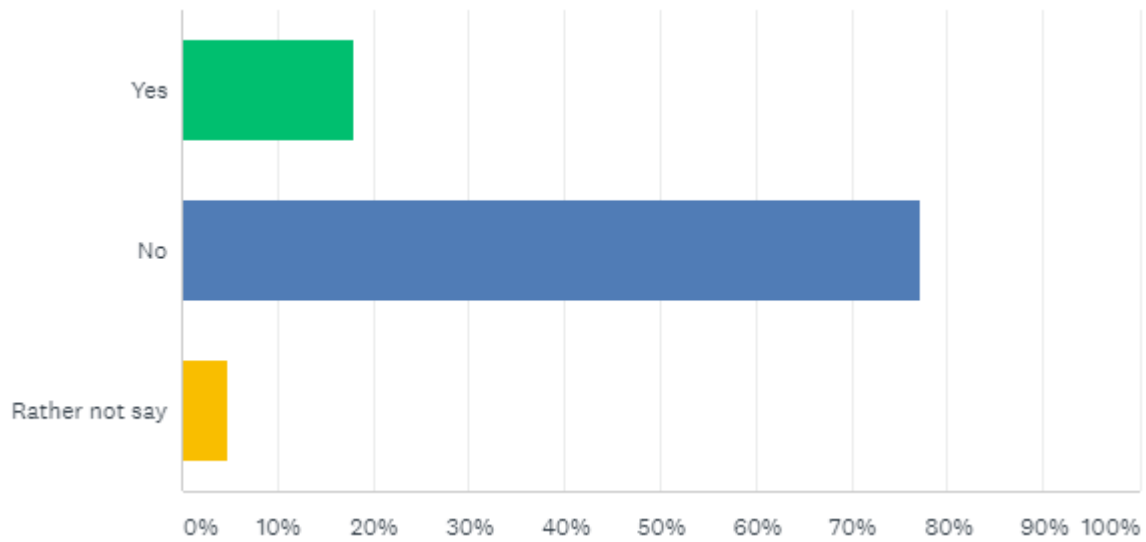
Answered: 2,428 Skipped: 265



Answer choice	Results	
Yes	8.98%	218
No	86.94%	2,111
Rather not say	4.08%	99
		Total: 2,428

Q13 - Have you been a victim of crime in the last 12 months?

Answered: 2,448 Skipped: 245



Answer choice	Results	
Yes	17.97%	440
No	77.25%	1,891
Rather not say	4.78%	117
		Total: 2,448

4.0 Additional responses

4.1 Social media comments

A number of additional comments were received by email and social media.

Not all comments received via social media were directly relevant to the consultation. Some related to other matters, were more general opinions about policing or were in response to other people's comments. These have been excluded from this report, although all social media platforms are monitored and, where appropriate, comments are responded to.

Through Facebook, a total of 139 comments were received across the various postings, though some of these were duplicates for the same user. Analysis found that there were 19 messages in support of a precept rise, 83 negative posts which did not favour a rise and 17 neutral posts. A total of 20 users commented that the Government should provide additional funding rather than asking local taxpayers to fund through a precept rise.

On Twitter, there were fewer comments – a total of 13 being received in response to the various tweets issued. Of these, 3 were positive towards a raise, 6 were negative, three were neutral and one thought greater Government funding was required.

4.2 Face-to-face consultation

In addition to the online survey, the Commissioner and Treasurer offered to consult formally with county MPs, local authorities and key partners across the county to discuss the precept and the overall budget for Warwickshire Police.

4.2.1 Local Authorities

A budget consultation meeting for local authorities was held on 17 December, with attendance from county, district and borough council's senior staff and elected leadership. There was general support for increasing the precept if it could be demonstrated that this would result in higher numbers of officers being recruited, though there was some questioning of the level of the rise and the burden on local taxpayers, given similar anticipated increases from the majority of the other precepting authorities.

4.2.2 Police employee associations

A similar consultation exercise was conducted with police employee representatives on 9 January, 2019, namely:

- Warwickshire Police Federation
- Warwickshire Police Superintendents' Association

- Warwickshire Police Unison

4.2.3 The Business Community

On 10 January, a precept consultation meeting was held in Warwick for members of the business community. In attendance were representatives of:

- Coventry and Warwickshire Chamber of Commerce
- Warwickshire National Farmers Union
- Warwickshire Business Centres
- Warwickshire County Council Town Centres
- Head of Town Centres and Marketing Manager for Nuneaton and Bedworth
- Invest in Warwickshire

The Commissioner gave a presentation of precept proposals and outlined how the Chief Constable had indicated the additional officers would be allocated. Questions from the forum included:

- The cost to council tax payers in higher bands than a D and what percentage of people are within bands A-D.
- How the additional funds would be used to deal with cyber crime, particularly for small businesses.
- The resources that would go in to the Harm Hub and how these would be used to tackle mental health issues.
- How the IT investments would be used and how this would assist with being able to report crimes to 101 more speedily.

The overall feedback was that, if people want to feel safe through a strengthened police service, they need to be willing to pay more towards the police element of council tax.

4.2.4 Members of Parliament

All county Members of Parliament were invited to attend a budget briefing from the Commissioner and Treasurer at Jubilee House in Kenilworth. Apologies were received from Jeremy Wright QC MP and Nadhim Zadawhi MP, though their offices were engaged in the discussions and have both assisted with communicating the survey to constituents. All other county MPs were able to attend.

5.0 Conclusions

There is broad support for an increase of the police precept, taking into account the results of the online polls (72.4% in favour of a raise of £2 per month on an average Band 'D' property, with 30.9% indicating they would have been willing to pay even more, had it been an option) and other forms of consultation.

Despite this, note should be made of the numbers of people who have indicated through the consultation that they would prefer no raise or would like to see only a smaller raise enacted, even if they are supportive of the broad principle of increasing the numbers of police officers in Warwickshire.

A recurring comment both in the online survey and through social media was a feeling that central government should be providing the funding for additional police officers/increased police budgets centrally, rather than relying on local taxation to make up the difference.

Perhaps understandably, a common desire among those expressing support for a raise was the wish to see funding prioritised for areas in which they live. This was especially true of respondents in rural areas and in the north of the county.

The online survey and the general comments also suggest there is still much confusion surrounding Council Tax generally, and its role in funding local services. A frequent, if not common, opinion expressed was that local authorities should prioritise funding to policing over other services, reflecting the fact that some people do not understand the complete separation of these budgets and the different precepting authorities concerned. Equally, it is clear that a majority of people do not know or are incorrect about the amount they actually pay towards policing through Council Tax.

It is also worth noting that the sample size achieved this year is significantly larger than in previous years. While all results are self-selecting and there should be care taken in drawing concrete conclusions from the numbers involved, it is nonetheless encouraging to see greater numbers taking the time to give their opinions.

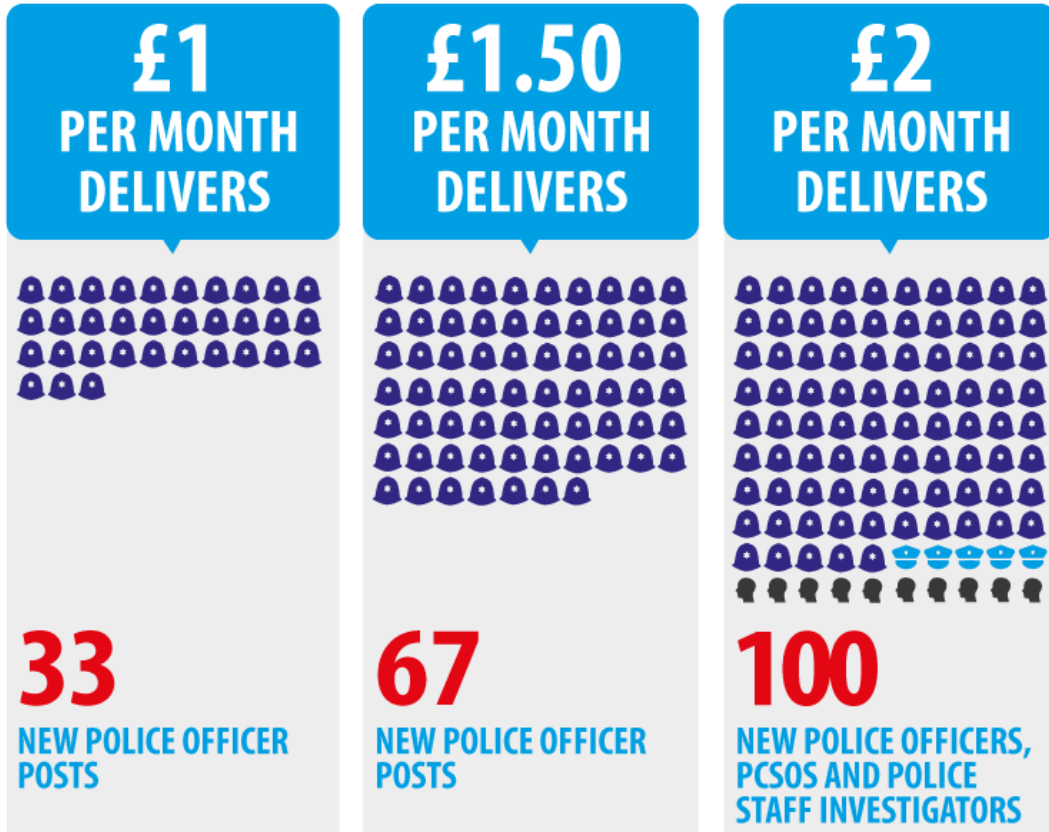
By way of comparison, at the time of compiling this report, a number of other PCC offices have published results of their own precept consultations and these may be of interest when reflecting on the Warwickshire results:

Area	Number completing survey	Percentage in favour of raise of £2 per month on Band D	Population of area
Warwickshire	2,490	72.4%	560,000
Thames Valley	8,031	69.7%	2.1 million
Lancashire	4,600	63%	1.5 million
North Wales	1,877	51%	675,000
Sussex	2,694	61%	1.6 million

Appendix A: Infographics used in the consultation

HOW MUCH EXTRA ARE YOU WILLING TO PAY TO SUPPORT POLICING IN WARWICKSHIRE?

FOR AN AVERAGE BAND D PROPERTY IN WARWICKSHIRE AN INCREASE OF:



HAVE YOUR SAY AT: WWW.WARWICKSHIRE-PCC.GOV.UK

WHY IS THERE NO PROPOSAL TO FREEZE THE POLICE PRECEPT IN WARWICKSHIRE?

FREEZING THE PRECEPT (NO INCREASE) WOULD MEAN:



0 NEW POLICE OFFICER POSTS CREATED

NO IMPROVEMENTS TO:



VISIBLE POLICE PATROLS

CRIME INVESTIGATION



BURGLARY, VEHICLE CRIME & OFFENDER MANAGEMENT



SAFER NEIGHBOURHOOD TEAMS



THE POLICE RESPONSE TO RURAL CRIME

LEADING TO A REDUCED LEVEL OF SERVICE TO THE PUBLIC

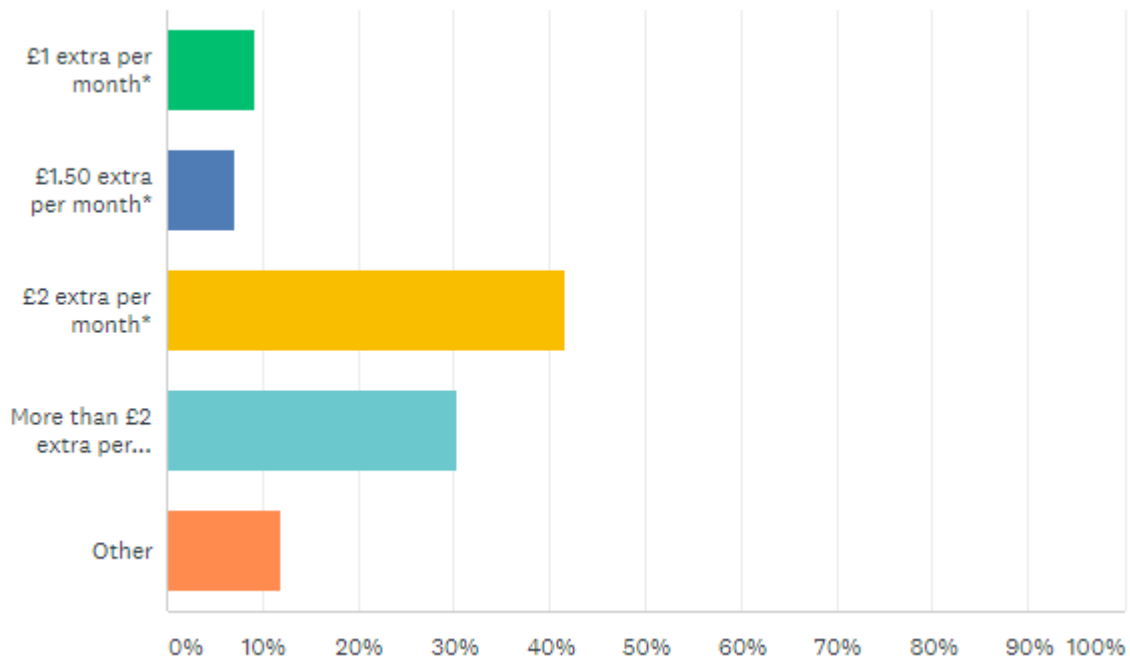
THE COMMISSIONER DOES NOT BELIEVE THIS IS ACCEPTABLE

Appendix B: Statistical breakdown by district / interest area

Top level results are presented below for each of the areas of interest. Please note that for these responses, the 'other' categories have not been further broken down to identify those that did not support a raise or has specified some other figure to raise the precept by.

Warwickshire residents

Answered: 2,325 Skipped: 165

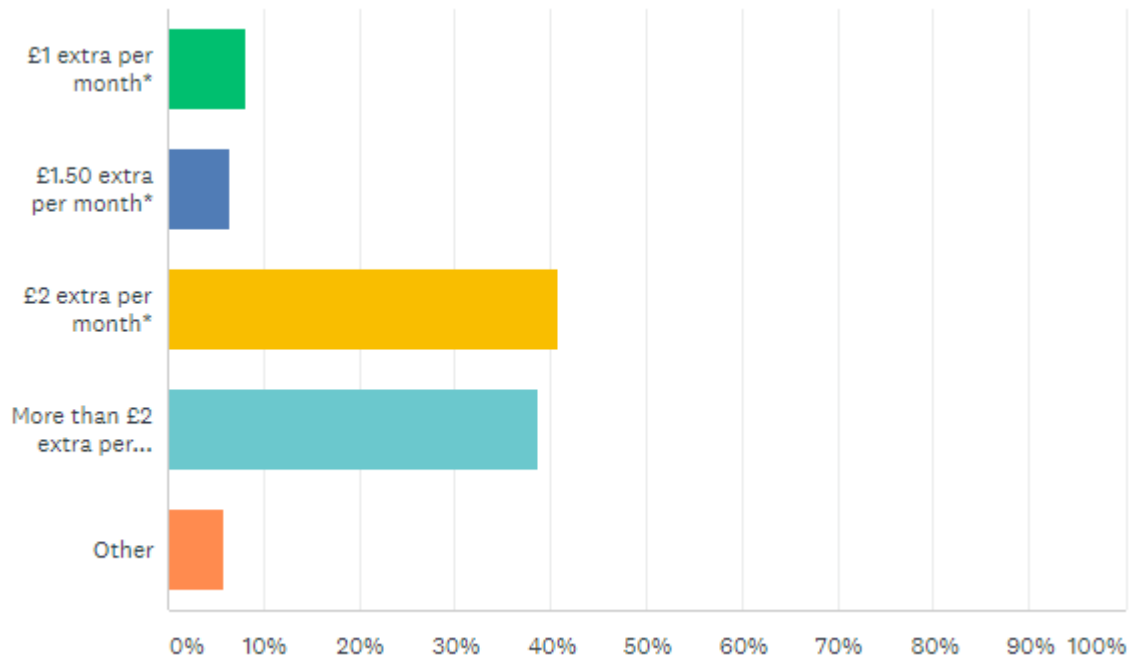


Answer choice	Results	
£1 extra per month*	9.16%	213
£1.50 extra per month*	7.10%	165
£2 extra per month*	41.55%	966
More than £2 extra per month*	30.32%	705
Other	11.87%	276
		Total: 2,325

* Based on an average Band 'D' bill

Non-Warwickshire residents

Answered: 186 Skipped: 17

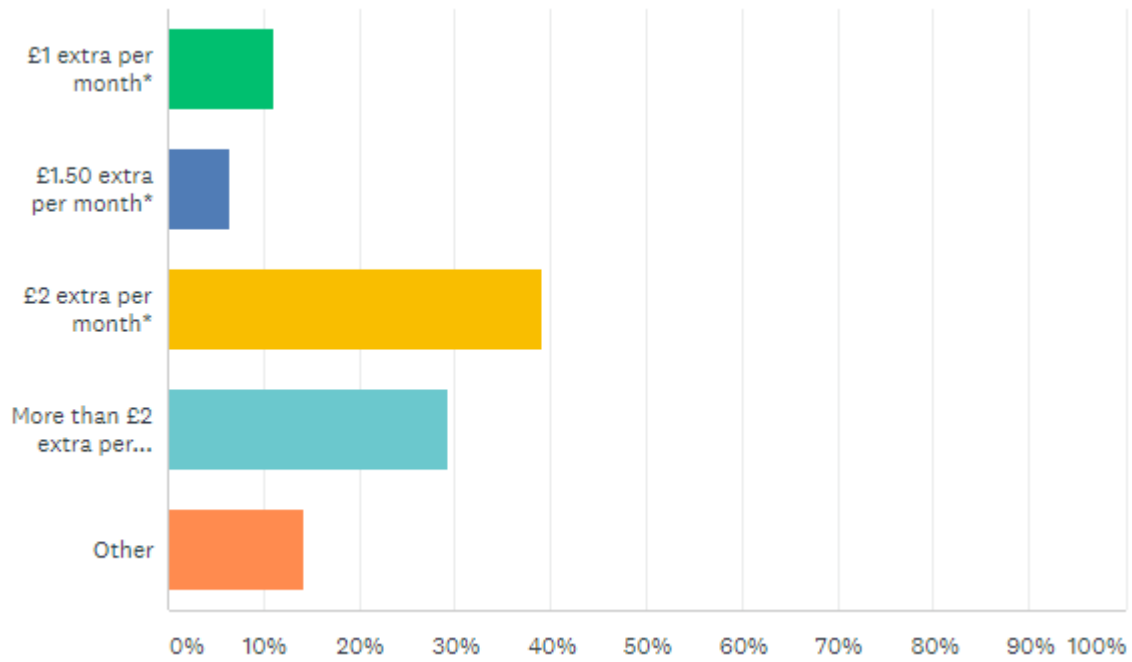


Answer choice	Results	
£1 extra per month*	8.06%	15
£1.50 extra per month*	6.45%	12
£2 extra per month*	40.86%	76
More than £2 extra per month*	38.71%	72
Other	5.91%	11
		Total: 186

* Based on an average Band 'D' bill

North Warwickshire District residents

Answered: 500 Skipped: 48

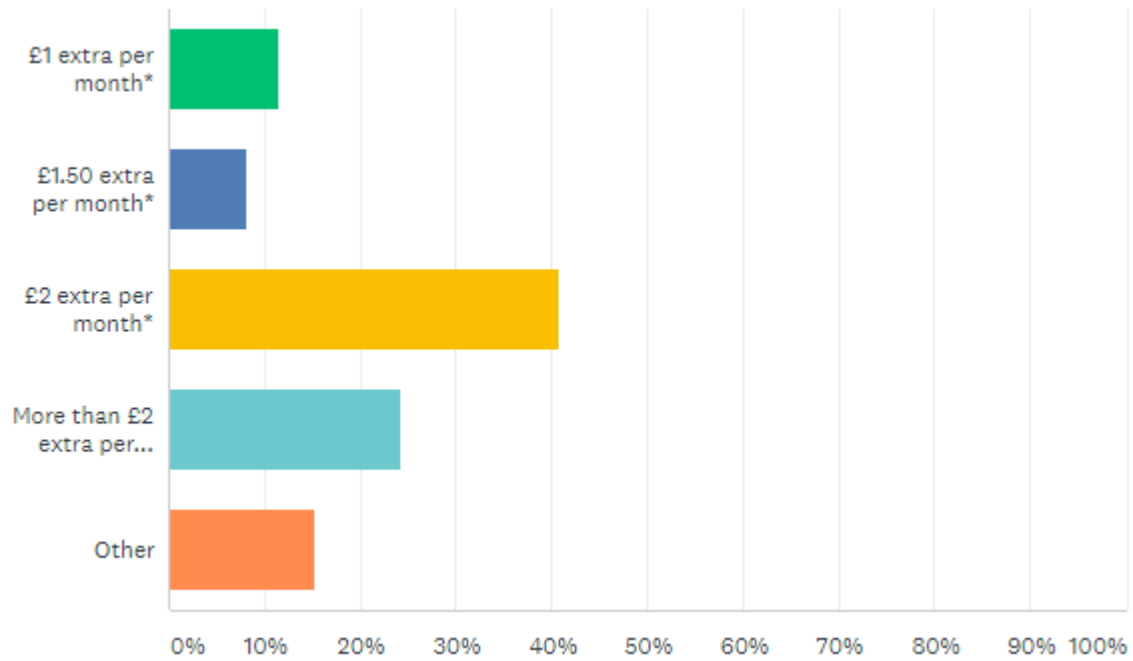


Answer choice	Results	
£1 extra per month*	11.00%	55
£1.50 extra per month*	6.40%	32
£2 extra per month*	39.20%	196
More than £2 extra per month*	29.20%	146
Other	14.20%	71
		Total: 500

* Based on an average Band 'D' bill

Nuneaton and Bedworth Borough residents

Answered: 382 Skipped: 21

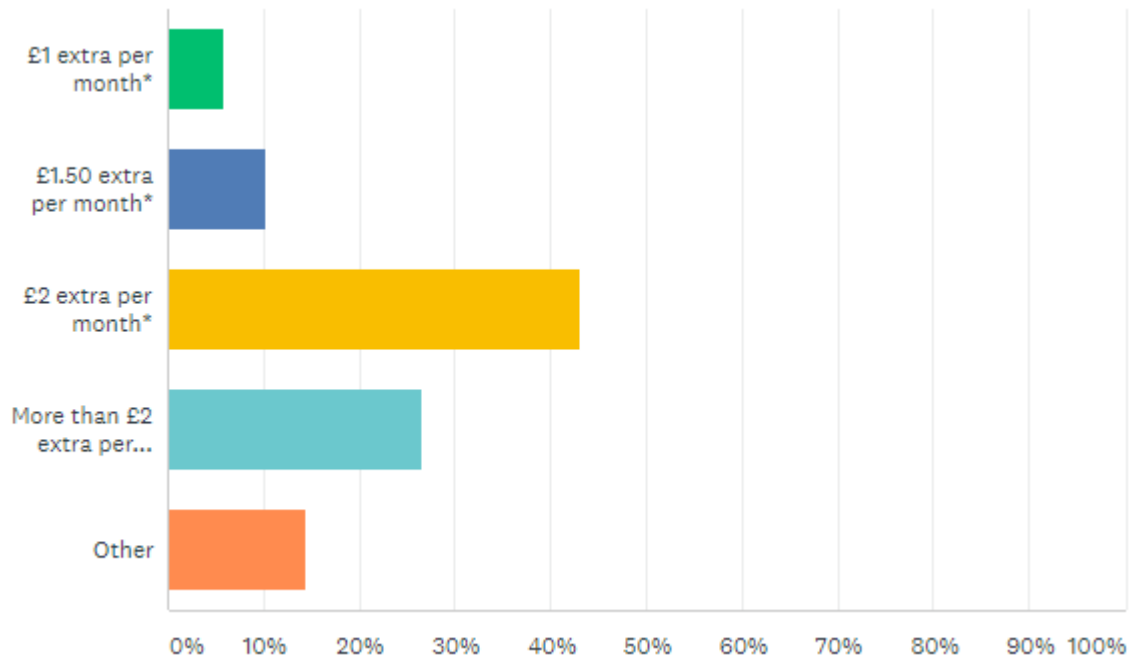


Answer choice	Results	
£1 extra per month*	11.52%	44
£1.50 extra per month*	8.12%	31
£2 extra per month*	40.84%	156
More than £2 extra per month*	24.35%	93
Other	15.18%	58
		Total: 382

* Based on an average Band 'D' bill

Rugby Borough residents

Answered: 272 Skipped: 20

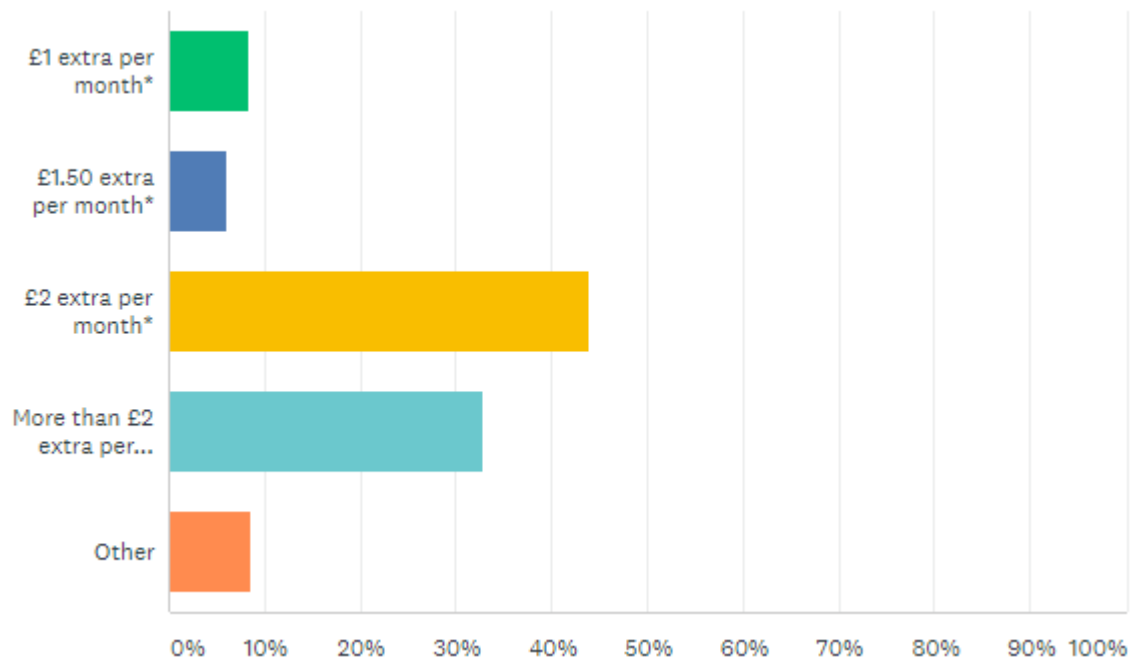


Answer choice	Results	
£1 extra per month*	5.88%	16
£1.50 extra per month*	10.29%	28
£2 extra per month*	43.01%	117
More than £2 extra per month*	26.47%	72
Other	14.34%	39
		Total: 272

* Based on an average Band 'D' bill

Stratford-on-Avon District residents

Answered: 620 Skipped: 34

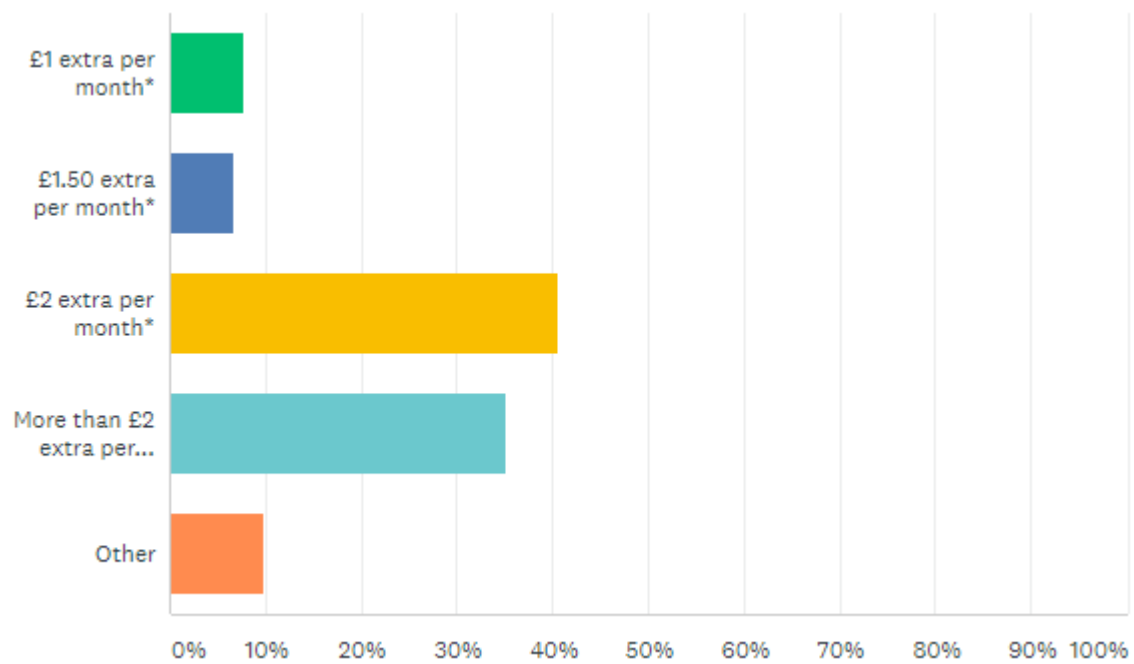


Answer choice	Results	
£1 extra per month*	8.39%	52
£1.50 extra per month*	6.13%	38
£2 extra per month*	44.03%	273
More than £2 extra per month*	32.90%	204
Other	8.55%	53
		Total: 620

* Based on an average Band 'D' bill

Warwick District residents

Answered: 531 Skipped: 33

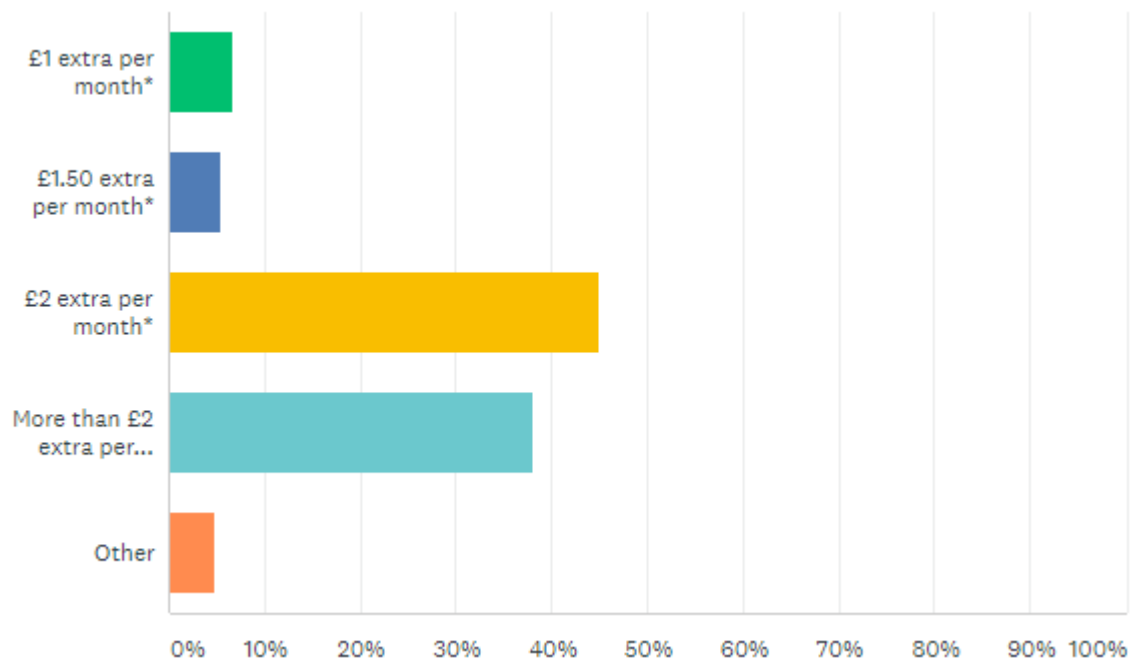


Answer choice	Results	
£1 extra per month*	7.72%	41
£1.50 extra per month*	6.59%	35
£2 extra per month*	40.68%	216
More than £2 extra per month*	35.22%	187
Other	9.79%	52
		Total: 531

* Based on an average Band 'D' bill

Police employees/volunteers

Answered: 455 Skipped: 18

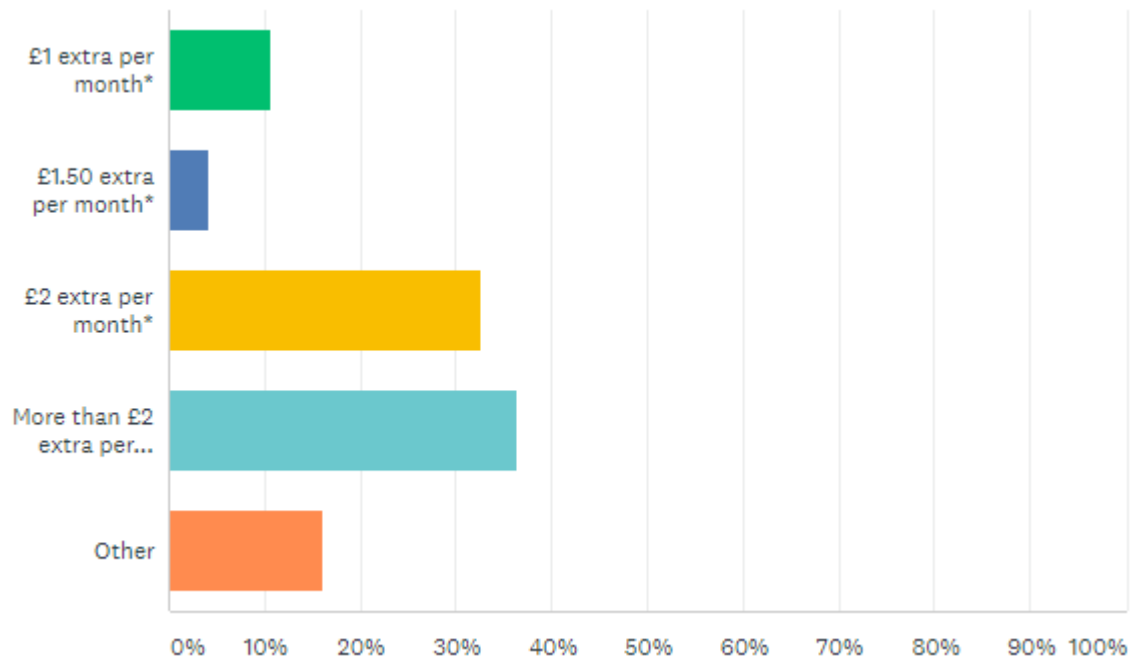


Answer choice	Results	
£1 extra per month*	6.59%	30
£1.50 extra per month*	5.49%	25
£2 extra per month*	45.05%	205
More than £2 extra per month*	38.02%	173
Other	4.84%	22
		Total: 455

* Based on an average Band 'D' bill

Victims of crime

Answered: 440 Skipped: 0



Answer choice	Results	
£1 extra per month*	10.68%	47
£1.50 extra per month*	4.09%	18
£2 extra per month*	32.73%	144
More than £2 extra per month*	36.36%	160
Other	16.14%	71
		Total: 455

* Based on an average Band 'D' bill

Police and Crime Panel Work Programme 2018/19 Item 4

Date of next report/update	Item	Report detail	Date of last report
1 February 2019	Police and Crime Commissioner's Proposed Budget Precept	Single item meeting.	
14 March 2019	Interim Policing Model		19 March 2018
14 March 2019	Consultation and Engagement Strategy 2016-2021 Review	Review of work the PCC has undertaken and will be undertaking as part of his consultation and engagement strategy to gather the view of the public.	19 March 2018
14 March 2019	Complaints	Update from PCC in light of the new requirements of the Police and Crime Act to come into force in 2019	
14 March 2019	Road Safety		
20 June 2019	PCC Annual Report		
20 June 2019	Victim Services	Suggested by the Planning and Performance Working Group: A report to detail the work of the commissioned Victims Service and how this impacts on the wider Warwickshire Police Force	

Police and Crime Panel Work Programme 2018/19 Item 4

Standing items*	Complaints	To consider any complaints against the PCC, taking account of the Complaints Protocol (verbal update).	20 September 2018
	Report of Working Groups (Following a meeting of a Working Group)	The Panel has delegated quarterly budget monitoring to the Budget Working Group, which will report its findings and minutes to each relevant PCP meeting. The Panel has delegated scrutiny of the Police and Crime Delivery Plan and Force Performance to the Planning and Performance Working Group, to identify key issues for Panel enquiry.	20 September 2018
	Work Programme	To consider and review the Panel's work programme.	20 September 2018
	Report of the Police and Crime Commissioner	To hold the PCC to account for the delivery of the Police and Crime Plan and to: <ul style="list-style-type: none"> • Review progress updates in the implementation of the Police and Crime Plan. • Consider recent work of the PCC, including activities / decisions taken since the last meeting and engagement with national/regional policing initiatives. 	20 September 2018
Items to be Timetabled			
TBC	The Police Estate	To consider the PCC's approach to managing the Police estate.	N/a