

POLICE AND CRIME PANEL

**Venue: Town Hall, Moorgate
Street, Rotherham. S60
2TH**

Date: Friday, 30th January, 2015

Time: 1.00 p.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested, in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Apologies for Absence.
4. Appointment of Vice-Chairman.
5. Questions from Members of the Public.
6. Minutes of the Previous Meeting held on 19th November, 2014 (herewith) (Pages 1 - 8)
7. Precept Proposal for 2015/16 (report herewith) (Pages 9 - 38)
8. Report of the Legal Adviser - Update on the Operation of the Complaints Procedure (report herewith) (Pages 39 - 40)
9. Dates and Times of Future Meetings - to be agreed.

POLICE AND CRIME PANEL
19th November, 2014

Present:-

Barnsley Metropolitan Borough Council:-

Councillor M. Dyson, Barnsley Metropolitan Borough Council
Councillor R. Sixsmith, M.B.E.

Doncaster Metropolitan Borough Council:-

Mayor R. Jones, Doncaster Metropolitan Borough Council
Councillor J. Sheppard, Doncaster Metropolitan Borough Council

Rotherham Metropolitan Borough Council:-

Councillor M. Parker
Councillor T. R. Sharman (in the Chair)

Sheffield City Council:-

Councillor R. Davison
Councillor T. Hussain
Councillor R. Munn

Co-opted Member:-

Mr. A. J. Carter

Apologies for absence were received from:-

Councillor H. Harpham, Sheffield City Council
Mr. K. Walayat, Co-opted Member

J22. QUESTIONS FROM MEMBERS OF THE PUBLIC

Questions from members of the public would be incorporated into Minute No. 25 (Lessons Learnt) and will be formulated as part of that item.

J23. MINUTES OF THE PREVIOUS MEETING HELD ON 29TH OCTOBER, 2014

Consideration was given to the minutes of the previous meeting held on 29th October, 2014.

With regards to the Minute No. J20 (Previous Minutes) Councillor Parker referred to the response by the Director of Legal and Democratic Services

about the recording of the confidential decision making session where the Panel adjourned and believed it to be factually incorrect. He had consulted the Legal Department and had been informed that personal notes were taken at the decision making session and were unavailable. He expressed his discontent with the response whilst pointing out that full minutes should have been taken.

With regards to the query as to whether the Chairman of the Police and Crime Panel had made contact with the Chief Constable, the Chairman was now in receipt of a full response and the Chief Constable was present today to answer any other queries.

Resolved:- That the minutes of the previous meeting held on 29th October, 2014, be agreed as a correct record for signature by the Chairman.

J24. INTRODUCTION TO ALAN BILLINGS, POLICE AND CRIME COMMISSIONER AND WELCOME TO THE CHIEF CONSTABLE

The Chairman welcomed the new Police and Crime Commissioner, Alan Billings, to the meeting and extended an invitation for him to attend all future meetings of the Police and Crime Panel, along with the Chief Constable.

The Police and Crime Commissioner welcomed the opportunity to start afresh from the events that led to him becoming elected and to becoming more acquainted with the expectations of the Panel. He looked forward to establishing a good working relationship where frank and open discussion could take place. His aim was to re-establish the trust between the public and the Police Force and for this to be addressed, together with the Chief Constable.

He was very clear in his vision for putting the victims of child sexual exploitation first, whilst understanding what had gone wrong in the past and how this was going to be addressed in the future.

The role of the Police and Crime Commissioner was to hold South Yorkshire Police to account, particularly over child sexual exploitation, Hillsborough and Orgreave to make sure they were learning lessons and at the same time supporting them in carrying out their important role in protecting people and communities across South Yorkshire.

From talking to the public prior to the election it became apparent that the public valued neighbourhood policing and it was intended that wherever possible a close relationship would be maintained between ordinary Police Officers and Police Community Support Officers as this was where intelligence was gathered and remained essential.

The Police and Crime Commissioner was committed to ensuring that voluntary sector organisations in South Yorkshire, who helped to reduce crime or help the victims of crime, were properly funded. On this basis he intended to donate half of his salary to South Yorkshire victims' charities.

The Commissioner was committed to working with all communities to bring people together to face the challenges ahead and welcomed the opportunity to make a difference, to forget the past, and to use the past as a springboard for the future.

The Panel welcomed the salary donation news and asked whether this could also be gift aided and were advised by the Commissioner that in order to donate his salary he had to receive it first. He would be paying tax and would look into options for this to be gift aided.

In response to a question about whether or not he would be appointing a Deputy Police and Crime Commissioner, the Commissioner confirmed he would be considering a number of options and whether there was a need for a full time position.

The Chairman welcomed David Crompton, Chief Constable, to the meeting who was keen to endorse what the Police and Crime Commissioner had said. He was keen to attend future meetings of the Police and Crime Panel and requested that he be given an early indication as to when they may take place. Discussions would be open and transparent and where possible he would be flexible and make himself available.

South Yorkshire Police were also committed to dealing with child sexual exploitation and the work taking place should not be minimised. The Independent Police Complaints Commission were investigating a number of officers. The National Crime Agency were also setting up investigations to look through other criminal matters around child sexual exploitation as identified in the Jay Report.

It was right and necessary for independent organisations to look at what had happened to restore public confidence and faith and to ensure this did not happen again.

South Yorkshire Police did a fantastic job, but there were some serious issues that needed resolving.

Councillor Parker made reference to the information sharing session hosted by South Yorkshire Police at their training centre at Manvers, where it became apparent that information shared by the Police should at least have been shared not only with the Leader of the Council, but also the Leader of the Opposition. The withholding of certain information prevented opposition Councillors from scrutinising properly and holding those required to account. The Chief Constable, following consultation

with the Leader of the Council, agreed to look at the information sharing network in more detail to ensure it was effective.

Mayor Jones described the true role of scrutiny as she saw it and the role of the Police and Crime Panel in holding the Police Crime Commissioner to account. It was for the Police and Crime Commissioner to engage with the public and deliver improvement and for the Panel to measure how those improvements were delivered with support from the Chief Constable. This view was supported by the Police and Crime Commissioner and his Officers. Work had already commenced on the delivery of priorities and outcomes and the achievements against the Police Plan. The delivery against the priorities process would remain open and transparent.

In response to a comment about the work of South Yorkshire Police, the Chief Constable acknowledged that in the main staff did an excellent job, but that there were a number of officers that were being investigated by the Independent Police Complaints Commission. In order to move forward the Police Force were aiming to provide the best service for the citizens in South Yorkshire.

The Police and Crime Commissioner responded to the Panel by confirming his reflection to the scrutiny process was for all information to be provided. He asked that he be informed of any incidence where any information was denied or was not forthcoming.

Resolved:- That the Police and Crime Commissioner and the Chief Constable be thanked for their attendance at the meeting and their attendance at future meetings welcomed.

J25. LEARNING LESSONS AND THE WAY FORWARD FOR THE POLICE AND CRIME PANEL

Further to Minute No. 19 of the meeting of the Police and Crime Panel held on 29th October 2014, consideration was given to a report presented by Deborah Fellowes, Scrutiny Manager, which highlighted where a number of public questions fell broadly under the heading of "learning the lessons from recent events" and it was, therefore, agreed to consider them as part of this item today.

On the positive side, it was clear that the Panel played its full part in ensuring that the voice of the public and, more importantly, the voices of the victims and their families were heard. Indeed, this was clearly instrumental in the final decision of the previous Police and Crime Commissioner to resign.

Public interest in the work of the Panel had been generated as a result of these recent events and it was of critical importance that this was now harnessed to further improve the work of the Panel and its working relationship with the newly elected Police and Crime Commissioner.

It was clear that the role of the Panel was to scrutinise the work of the Police and Crime Commissioner at a strategic level and not to become involved in the operational detail of the Police Force. Some of the concerns that have emerged have highlighted this as an issue.

The Panel also recently agreed to working protocols with the Crime and Disorder Scrutiny Committees for each of the four local authorities in South Yorkshire, to share information and practices with them.

The Panel adopted a pilot Task and Finish Group approach this year, and this would have been tested with its first main subject being that of Domestic Abuse. This had not been completed as a result of events of recent months and the effective suspension of the work programme for the Panel.

Other issues to consider included:-

- Resources required to effectively scrutinise the Police and Crime agenda.
- The role of the Police and Crime Panel in supporting the Police and Crime Commissioner to effectively deliver on his strategic priorities.
- Joint priorities for scrutiny and how these should be determined.

There was no doubt that the role of the public were key over the previous months, and the Panel took the decision to maximise the involvement of the public in its proceedings.

The new website was also now live and it could be used to generate a debate with the public about these issues, using the community forum facility which existed on it.

In terms of the powers the Police and Crime Panels have in these circumstances, the Home Affairs Select Committee had forwarded a specific recommendation to the Government regarding this. It recommended that legislation allowed for the recall of Police and Crime Commissioners if either the Police and Crime Panel made a vote of no confidence, or at least one of the local authorities take a vote of no confidence, where they represent at least half of the population of the police area. Clearly, both of these factors would have been triggered in the recent case of South Yorkshire.

The Home Office, in reply to the Chairman's recent letter, confirmed that "the Government will reflect carefully on these suggestions and recommendations, and those of Parliament, and the public more generally."

The Chairman invited those members of the public who were present today to ask the questions they had previously submitted.

(1) Wendy Zealand, South Yorkshire Neighbourhood Watch, asked having had the experience of being in place over the months of the past Police and Crime Commissioner post, and a lull to perhaps review their past work, would the Panel be making any changes as to its way of working when the position was filled again?

(2) Alan Kewley referred to a few members of the public attending Panel meetings over the past eighteen months to try to understand the main issues by asking questions from the public bench, but this had not been easy and on this basis asked, following the Police and Crime Commissioner by-election, would the Panel be willing to consider regular three-way discussions with the new Police and Crime Commissioner and representatives from community groups like Neighbourhood Watch, and how would they like to see these developing?

(3) Nigel Slack, Sheffield for Democracy, referred to the sixth report from the Home Affairs Select Committee, dealing with Child sexual exploitation and the response to localised grooming, included as an annex a draft Bill for the recall of Police and Crime Commissioners and asked what was the Panel's view on this draft and, with reference to the fact that it proposes recall petitions can only be triggered by this panel or the Local Councils, whether the powers for the public go far enough?

In terms of the P.A.C.T. meetings, whether holding a drop in session was the most appropriate in a supermarket, was the Chief Constable considering reinstating them and would this be widely advertised?

The Chairman suggested that, in terms of the public input to the meetings and whether three way discussions would be the best way forward, this be considered at the next meeting.

The Chief Constable confirmed there were no plans to change the format of the P.A.C.T. meetings at this stage and sometimes the way forward was for officers to be widely available to the public to answer queries in locations such as supermarkets. Dates were advertised via the Safer Neighbourhood Teams and it would be ensured that this would happen.

(4) Nigel Slack, Sheffield for Democracy, asked a further question about the appointment of a Deputy Police and Crime Commissioner and whether consideration could be given to the role on a part time basis.

Serious consideration would also be given by the Police and Crime Commissioner as to the most appropriate methods of public engagement and whether this included the appointment of a Deputy Police and Crime Commissioner.

The Chief Constable responded to a query from the Panel regarding feedback from the Police on the frontline and gave his reassurance that direct feedback on proposals was received.

The Panel noted the access to information concerns and the need to divorce the strategic and operational elements. This meant that some of the information was difficult to interpret in order for the Panel to scrutinise more effectively. Separating the individual layers of information often demanded additional resources and was not as a result of a reluctance to share information from the Office of the Police and Crime Commissioner.

As part of the discussion Councillor Parker also expressed his discontent with the lack of powers on the right of recall for a Police and Crime Commissioner and particularly on meetings where it was suggested that minutes were not kept. This was not effective scrutiny and there should be careful management to ensure the Panel were provided with all the information they required.

The Chief Constable confirmed that information would be made available to the Panel in order to scrutinise the Police Force and the Police and Crime Commissioner effectively, whilst bearing in mind that this would be appropriate to the level of strategic operations taking place.

The Office of the Police and Crime Commissioner would find it particularly useful if they were made to understand the type of operational information that Panel Members would wish to have access to and arrangements for that information would be provided where appropriate.

The Scrutiny Manager acknowledged the difficulties for the Panel in determining what information they required in order to obtain the right balance between strategic and operational matters. This could be improved on further and the barriers to information sharing via Community Safety Partnerships needed to be addressed. This would be considered further following discussions with the Office of the Police and Crime Commissioner with key priorities for scrutiny being identified. How best to take matters further would be developed with clear understanding of expectations.

As part of the discussion Councillor Parker expressed his concern with how Officers would know what information was relevant to the Panel and when this should be shared.

As a former Elected Member Councillor Parker believed he should have been provided with certain information, especially around the child sexual exploitation scandal, and had not. He asked how were officers going to decide what information should be circulated for consideration by the Panel and was informed that it was not for officers to decide on information coming forward, but was for the Panel to decide what information it would like to consider in order to carry out effective scrutiny.

The Panel were concerned that they were at risk of drifting away from their role, but believed that it needed to have a robust forward plan in place which would look at all the strategic priorities of the Police and Crime Commissioner's Police Plan. The forward plan would then take into

consideration the priorities, their progress, what engagement was taking place with the public and what the drivers were.

In the interests of transparency the public needed to be able to look at the democratic structures to show clearly the role of the Panel on the website alongside that of the Police and Crime Commissioner.

The Panel acknowledged that its own role and that the Police and Crime Commissioner had been clouded somewhat but wished for this to be rectified.

The Panel needed to be afforded the opportunity to share their views and for these to be taken on board and, as raised previously by Councillor Parker, for all discussions to be minuted.

Resolved:- That the matters set out in the report for discussion be taken on board as part of the forward planning work for the Panel.

J26. DATE AND TIME OF THE NEXT MEETING

Resolved:- That the meeting of the Police and Crime Panel scheduled to take place on Monday, 8th December, 2014 be cancelled and a further meeting be arranged in January 2015.

REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL

1	Meeting:	SOUTH YORKSHIRE POLICE AND CRIME PANEL
2	Date:	30 JANUARY 2015
3	Title:	PRECEPT PROPOSAL FOR 2015/16
4	Organisation:	POLICE & CRIME COMMISSIONER

Purpose of the Report

- 5 To notify the Police and Crime Panel (“the Panel”) of South Yorkshire Police and Crime Commissioner’s proposed council tax precept for 2015/16

Recommendation

- 6 It is recommended that the Panel considers a proposed increase in council tax of 1.95% for 2015/16, equivalent to an annual increase for a Band D property of £2.83 (6p per week).

Background

- 7 The Police and Crime Panels (Precepts and Chief Constable's Appointments) Regulations 2012 require that The Police and Crime Commissioner (PCC) shall comply with the duty under paragraph 2 of schedule 5 of the Police Reform and Social Responsibility Act 2011, to notify the Panel of the proposed precept by 1st February of the relevant financial year.

Planning for 2015/16

- 8 Following the election of the new PCC for South Yorkshire on 30 October 2014 the Office of the Police and Crime Commissioner's annual strategic planning cycle has led to a refresh of the current Police and Crime Plan and the PCC's strategic priorities to reflect the needs of South Yorkshire's communities and a wide range of information gathered. The refreshed Police and Crime Plan ("the Plan") will aim to improve public trust by focusing on three strategic priorities of Protecting Vulnerable People, Tackling Crime and Anti-Social Behaviour and Fairness, with a greater emphasis on Protecting Vulnerable People.
- 9 There has been improved integration of the PCC's strategic planning and financial planning processes this year, to ensure that decisions about resource allocations are appropriately and realistically aligned to the updated priorities. In this way, public consultation, environmental scanning and police intelligence have been considered alongside the challenge of reduced Government funding for policing and crime services in South Yorkshire and the likelihood of continuing significant reductions in funding for the foreseeable future.
- 10 Attached to this report is a draft of the Plan which sets out the strategic direction for policing in South Yorkshire and provides the information necessary for the determination of the revenue budget and capital tax precept. The finalisation of this document will take place as part of the culmination of the planning process and formal approval of the budget in February 2015.
- 11 The information contained in the draft Plan includes details about the financial position for 2015/16, together with details of the medium term outlook, the capital programme and the position relating to reserves. Rather than repeat this information verbatim, this covering report summarises the overall position and the factors influencing the precept proposal for 2015/16.

National context

- 12 The overall financial outlook facing policing and crime services in South Yorkshire continues to be extremely difficult given the Government's budget deficit reduction programme. For 2014/15, what had been expected to be a 3.3% central funding reduction was ultimately announced as a 4.8% reduction due to the Home Office top slicing the amount to be distributed to PCC's to fund national initiatives such as a Police Innovation Fund, the Policing College

and the National Police Co-ordination Centre. The year on year reduction amounted to almost £9.5m for South Yorkshire.

- 13 The Finance Settlement announced in December 2013 was a one year settlement and related to 2014/15 only; this was different to the approach taken by the Department for Communities and Local Government who had issued local authorities with a two year settlement and provided “indicative” figures for 2015/16. This one year settlement has been due to the Home Secretary requiring time to consider how to manage the further 1% reduction in government department spending announced by the Chancellor in November 2013. This lack of clarity about funding for 2015/16 presented a significant planning issue for PCCs and Chief Constables.
- 14 The Provisional Funding Settlement for 2015/16 announced in December 2014 represents a reduction in funding for PCC’s of 5.1% at a national level. Once again, the Government has top sliced funding for national initiatives with new priorities such as the “Police Knowledge Fund” and “Major Programmes” now included in the top slicing. There is still uncertainty around the nature of additional charges to forces for national ICT systems and the National Police Co-ordination Centre, which potentially could have involved further top slices.
- 15 No details have yet been announced about the size of the capital grant from Government (currently amounting to £2.5m) and therefore the capital programme cannot be determined until this becomes available next month. There is a possibility that this could also be reduced to fund national programmes.

Budget Proposals for 2015/16

- 16 In the absence of an “indicative” finance settlement for 2015/16, the South Yorkshire PCC’s medium term financial strategy had been based on the assumption that funding from Government would reduce by approximately 3.2% or £6.6m. The actual reduction in grant announced in December 2014 has been almost 5% or £9.6m. The finalised settlement will be announced in February 2015.
- 17 There is a requirement to make sufficient budget provision for the effect of price inflation, pay awards and the planned resources required to address the heightened emphasis given to Protecting Vulnerable People. These additional “Pressures” amount to almost £8m for 2015/16. The combined effect of the funding reduction and pressures mean that almost £17.5m will need to be found to balance the 2015/16 budget. This will have to come from a combination of savings and additional income.

		£000
	Reduction in funding from Government	9,644
	"Pressures" in 2015/16	7,774
	Total level of savings required	17,418

- 18 To partially mitigate the level of savings required, the options available to the PCC include acceptance of the Council Tax Freeze Grant (CTFG). This is broadly equivalent to a 1% tax increase and would amount to approximately £0.5m based on the Governments "Indicative" grant allocation figures.
- 19 The other option available to the PCC is to propose an increase in the council tax precept by an amount up to the limit that would trigger a local council tax referendum. Although the referendum principles will not be confirmed until next month, it is expected that an increase of more than 2% would trigger a referendum.
- 20 The budget proposals include an increase in the precept of 1.95%: i.e. within the referendum limit. The amount generated by a 1.95% increase is greater than that provided by the CTFG and would avoid an even greater level of savings being required from the policing budget. Increasing the council tax rather than accepting the CTFG would provide an element of stability in the long term, in so far as the council tax income would be incorporated in the base budget and successive budgets would build on this figure. Also, there are doubts as to the long term continuation of the CTFG: in past years the CTFG has been rolled up into the funding allocations for local authorities and has then been subject to an overall percentage reduction, which potentially could also happen to funding for PCCs.
- 21 The refreshed Plan provides details of the savings proposals amounting to over £12m. The majority of these proposals have been identified by the Force's review programme "Diamond" which was established in 2010 with the aim of transforming policing by using resources more effectively. In order to balance the budget, there is a requirement for further reductions of approximately £3m and these will have to come from a combination of further reductions in operational expenditure, a review of the position on capital financing costs and reductions in the PCC's partnership and commissioning budget. The work to finalise these additional savings proposals is ongoing and will be completed before the end of February.
- 22 Together with the additional income from the proposed 1.95% increase in council tax precept, the savings proposals so far identified and the additional proposals amounting to £3m to be finalised next month, collectively represent a balanced position.

	£000
Full year effect of previous savings proposals	-2,060
New savings proposals for 2015/16	-10,139
Further savings to be determined/agreed	-3,047
Total savings	-15,246
Council Tax income (Proposed 1.95% increase)	-1,862
Additional Collection Fund surplus	-310
Total savings/income	-17,418

Council Tax precept proposal

- 23 The proposal for 2015/16 is that council tax be increased by 1.95% bringing the Band D council tax to £148.16. This is equivalent to an annual increase of £2.83 or approximately 6p per week. The council tax for all bands is set out below:

	Current (2014/15) Precept		Proposed increase Weekly	2015/16 Proposals	
	Annual	Weekly		Annual	Weekly
	£	£		£	£
Band A	96.89	1.86	4p	98.77	1.90
Band B	113.03	2.17	5p	115.24	2.22
Band C	129.18	2.48	5p	131.70	2.53
Band D	145.33	2.79	6p	148.16	2.85
Band E	177.63	3.42	6p	181.08	3.48
Band F	209.92	4.04	8p	214.01	4.12
Band G	242.22	4.66	9p	246.93	4.75
Band H	290.66	5.59	11p	296.32	5.70

- 24 In summary, the rationale for this proposed increase, is as follows:

- Due to the scale of the reductions in funding from Government there is a need to avoid further cuts to the Force budget which diminish policing and crime services to South Yorkshire's communities;
- the need to dedicate resources to priority areas, especially in respect of Protecting Vulnerable People, including those who are vulnerable to Child Sexual Exploitation;
- a requirement to invest in the necessary technology and infrastructure that will generate efficiencies in operational policing and support functions in future years; and
- an ongoing determination to tackle crime and anti-social behaviour

Partnership/Commissioning Budget

25 The Panel will recall that provision has been made in previous budgets to provide funding for partner organisations to support the delivery of objectives in the Plan. The budget provisions have been supported by contributions from reserves and the medium term financial strategy envisaged the use of £1.5m from reserves to support this funding in 2015/16

26 The current Reserves Strategy maintains this contribution in 2015/16. However the overall size of the partnership/commissioning budget for 2015/16 has not been finalised and it is likely that there will be a reduction to meet the remaining gap of £3m in 2015/16. The final decision on this issue will take into account the potential impact on partner organisations and the degree to which commitments have already been entered into.

Contact

Name: **Allan Rainford**

Position: **Chief Finance Officer to the Office of the Police and Crime Commissioner**

Organisation: **Office of the Police and Crime Commissioner**

Contact number: **01226 772585**

**REPORT ON THE SOUTH
YORKSHIRE POLICE AND
CRIME COMMISSIONER'S
PLANNING PROCESS
(POLICE AND CRIME
PLAN 2015/16)**

South Yorkshire Police and Crime Commissioner

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1. Purpose of the report

This report provides an overview of the outputs from the Police and Crime Commissioner's ('PCC's') annual strategic and financial planning process for the refresh of the Police and Crime Plan ('Plan'), and the setting of the required budget and council tax precept for 2015/16.

At the next meeting of the Police and Crime Panel, further detail will be provided to the Panel about the proposed Plan, including how priorities will be delivered, and how success will be measured.

2. Information Considered

A range of information has been pulled together as part of the priority setting, which is summarised below:-

Our Consideration of Performance against the Police and Crime Plan

The current Police and Crime Plan has three strategic priorities:

- (a) Reducing Crime and ASB
- (b) Protecting Vulnerable People
- (c) Improving Visible Policing

Reducing Crime and ASB

The total number of crimes recorded in 2014 was 93,794. This is up 3% on 2013, and equates to 2,541 more crimes.

The highest increases have been in the crime categories of sexual offences and violence against the person. The highest decrease has been in vehicle offences.

There has been a 2% (1,805) decrease in Anti-Social Behaviour incidents over a rolling 12-month period.

Re-offending rates are not available at present, due to changes within the offender cohort, meaning a comparison is not reliable. However, we can report that, from a total of 23,771 recorded crimes, 660 were dealt with by way of Community Resolution between July and September 2014, which represents 13% of total outcomes. The majority of these Community Resolutions were used for offences of Violence against the Person, Theft (shoplifting) and Criminal Damage.

Protecting Vulnerable People (PVP)

PCC investment in PVP is reflected in the budgets for 2014/15 and 2015/16, and provides the opportunity to deliver improvements in this priority area, through the introduction of increased specialist resources. The staffing levels in the Public Protection Unit has increased by 102 officers since 2013 and is due to increase by a further 62 officers in the immediate future. A Central Referral Unit has been created to deal with all elements of child protection and vulnerability.

South Yorkshire Police needs to continue to focus on the identified areas of vulnerability where people are currently at the most risk. Child abuse, and specifically Child Sexual Exploitation are areas that will continue to be central to any priority on protecting vulnerable people. Linked to this, is the need to deal with missing persons. There were, 4594 missing persons reports from June 2013 to July 2014 alone, of which 42% of persons were aged between 15 and 17, which represents a significant demand on police resources.

Domestic Violence

Last year, nationally, around 1.2 million women suffered domestic abuse. Over 400,000 of these women were sexually assaulted, 70,000 women were raped, and thousands more were stalked.

Violence

In South Yorkshire, comparing the current 12 months with the previous year, domestic incidents which resulted in a crime being recorded were up 33% (1,861 offences).

Elderly People

Within victim profiles, elderly people are more likely to be victims of theft, burglary and criminal damage. The main difference between males and females is the higher risk to females of theft offences. For example, elderly people can be vulnerable targets for distraction burglaries across South Yorkshire.

The changing demographic profile of the country and county's population will mean elderly people will form a greater proportion of the population in the coming decades.

Improving Visible Policing

Last year saw a successful joint bid by South Yorkshire Police and Humberside Police for the Home Office Innovation Fund, with the award of £1m for Stage One implementation of Mobile Data, for the mobile use of lap tops and tablet devices by operational officers. A further bid in relation to Stage 2 of the project (handheld devices) was successful in July 2014.

The concept was initially tested at Woodseats Police Station and resulted in a significant rise in the visible policing hours of the staff. The full implementation of mobile data roll out at all districts and departments was concluded before Christmas 2014.

Our public engagement activity on policing and crime priorities

The first half of this year's consultation efforts focussed around asking people to name the priorities for the service, within their local area. The top three priorities identified by the 504 members of the public who participated were:

- Litter (188)
- Drugs (153)
- Speeding (146)

Whilst appreciating that litter is not an issue primarily for the police to deal with, it was agreed to include this within the consultation and, if popular with the public, the PCC could decide to pursue through partnership working.

Unfortunately, the second half of this year's consultation did not take place as originally planned due to unforeseen circumstances during September 2014. Other remedial plans were put in place, but did not provide any usable data to support the planning process.

The 'Your Voice Counts' confidence survey run by the force also asks respondents to name one priority for the police in their local area. The following themes were identified:

- Anti-Social Behaviour (520)
- Drugs (682)
- Various road traffic offences

- Visible police patrols/ presence on the streets

A user satisfaction survey has also been carried out with victims of burglary, vehicle crime and violent crime. Satisfaction rates have broadly remained unchanged at 85%. When broken down into individual performance indicators, the Force has experienced consistently lower scores around the area of 'follow-up' than all other indicators.

The Strategic Policing Requirement

All PCCs are legally required to have regard to the Strategic Policing Requirement (SPR) when issuing or varying their police and crime plans.

The SPR is focussed on what, in strategic terms, the police need to achieve rather than how they should achieve it. The nationally identified threats within the SPR are:

- Terrorism
- Other civil emergencies
- Organised crime
- Threats to public order
- Cyber crime

The PCC and Chief Constable must satisfy themselves that they understand their respective roles in relation to the SPR, that they agree the contribution expected of them, and that the Force has the capacity and capability to meet that expectation.

Threat, Harm and Risk: Our Operational Assessment

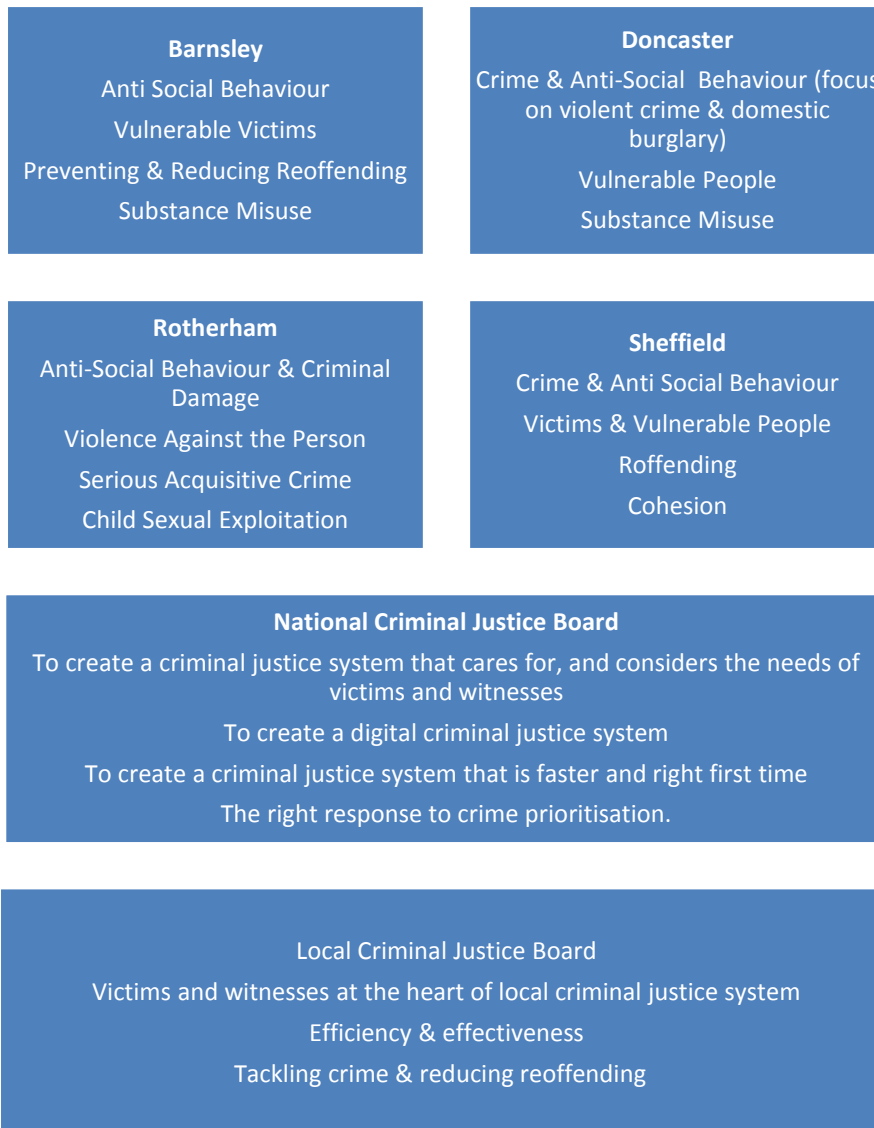
Assessing crime levels and demand are important for the Force to evaluate its policing effectiveness, but it is also important to balance this with risks identified through national, regional and local intelligence.

In order to identify the predicted risks, a detailed strategic intelligence assessment has been undertaken on all policing business areas. This assessment has identified three 'very high' risks, and four 'high' risks, which are set out below:

- Child Abuse – Very High
- Child Sexual Exploitation – Very High
- Human Trafficking – Very High
- Stalking and Harrassment – Very High
- Cyber Crime – High
- Anti-Social Behaviour – High
- Burglary Offences – High
- Handling Stolen Goods – High

Our Partners' Priorities

Any approach or change to the Plan should take into account the Community Safety landscape and the criminal justice system, which goes wider than the police family of districts and departments, and should include partner information. The priority information included below details what the current priorities are for the various national, regional and local partnerships.



The Wider Policing Environment

Over recent years, South Yorkshire Police has been the subject of a number of news stories that have damaged the reputation of the force and reduced the confidence that the public have in them. The Hillsborough Inquiry and the Professor Alexis Jay report have had a significant impact locally, whilst the impact of issues concerning Andrew Mitchell MP and revelations about data integrity have damaged the reputation of the police service nationally. All have impacted upon the perception of South Yorkshire Police.

The picture of police demand is changing, and it is now estimated that crime represents around 20% of the demands placed upon the police. There has been greater national debate on the role of the police in public protection, and the amount of resources deployed in safeguarding vulnerable people. The amount of time being spent on previously unacknowledged demand, such as caring for the mentally ill, is also reported to be increasing.

The threat of terrorism has been ever present, but now there is greater emphasis on protecting people from radicalisation.

Public order is also a challenge for South Yorkshire Police due to a concentration of high profile football clubs and a high number of public protests by groups such as the 'English Defence League' and 'United Against Facism'.

Due to the Government's Comprehensive Spending Review, there are extremely challenging reductions in the policing budget that has made organisational change a necessity. Since 2010/11, when the current Comprehensive Spending Review began, South Yorkshire Police has lost £74 million from its budget. On 17 December 2014, the Coalition government announced a further reduction of £8.2 million, in addition to the £13 million it was already expected to save by 2017.

The outcome from our Senior Leaders Event

A Senior Leaders' Day was held on the 30 October 2014, between the Office of the Police and Crime Commissioner and the Force to consolidate the various inputs to the PCC's strategic and financial planning process and then discuss the emerging strategic priorities which ought to feature in the refresh of the plan this year.

The outcome of this event identified a number of topics for further discussion with the newly elected PCC, and these are set out below:

- Prioritising the building of public trust and confidence.
- Focussing on crime prevention and the demand for policing and crime services.
- Considering how the policing service would be delivered if the force were to focus resources in those areas identified through an operational assessment of threat, harm and risk.
- Continuing with the existing Police and Crime Plan priorities.

A Change in Governance

The arrival of Dr Alan Billings as the new Police and Crime Commissioner on 3 November 2014 brings an opportunity to refresh the approach the Office of the Police and Crime Commissioner (OPCC) take in holding the Force to account. The new approach takes account of the unique financial and operational challenges faced by the Force, and seeks to provide firm strategic direction whilst maintaining the operational independence of the Chief Constable to deliver the best service to the people of South Yorkshire.

3. Strategic Intent – *South Yorkshire is and feels a safer place to live, learn and work.*

As a result of gathering all of the information which appears at Section 2, the PCC feels strongly that public safety is the central mission of the police and this is reflected in his mission statement that provides the unifying purpose to everything the Force and partners do. As well as being a safe place to work, the PCC recognises that the public must **feel** safe and trust that the police will work with partners to provide protection from harm.

In setting a strategic intent, not just for South Yorkshire Police but the wider criminal justice system, the PCC recognises that the trust of victims and the general public will not be gained purely from the publication of success measures, but from actions demonstrated across every contact with every partner organisation. Hence, the goal is to make South Yorkshire **feel and be** a safe place to live, learn and work.

Previous editions of the Plan set out three key strategic priorities for Police and Partners:

- Reducing Crime and Anti-Social Behaviour
- Protecting Vulnerable People
- Improving Visible Policing

In refreshing the Plan, the approach has been to re-focus the strategic intent but not to fundamentally undermine the encouraging progress made in these priority areas, (termed 'pillars' for supporting the overall outcome). Therefore what is proposed still focuses upon three key strategic priorities but with a slight change in emphasis to reflect the new outcome:

- Protecting Vulnerable People
- Tackling Crime and Anti-Social Behaviour
- Fair Treatment

(NB: Improving visible policing will be part of the way in which the Force deliver these priorities.)

It is intended that the Force and partners will work together to deliver services to meet the three strategic priorities, and that their activity should be evidence based.

In determining how to prioritise the demands placed on policing and crime services, it is proposed that an assessment of 'Threat, Harm and Risk' takes place, which is done in order to identify the predicted risks, this is done against the following criteria:

- **Impact**, which considers the effects of the crime/incident type including physical or psychological harm to the individual and harm to the community.
- **Probability**, which considers the current level of crime/incidents, whether volumes are increasing or decreasing and a forecast for the coming period.
- **Force resources**, existing partnerships/collaborative activity and the intelligence picture in order to consider risk escalation or mitigation.

4. The New Operating Policing Model

South Yorkshire Police is implementing a new operating model, developing new ways of working to better serve the communities of South Yorkshire with fewer resources. Despite a shrinking overall budget the new policing model has been designed to maximise the availability of locally based staff and to maintain the important focus on neighbourhood delivery of policing. This will be achieved by changes in the way the force delivers its services and will enable the force to make a significant investment in the staffing of public protection units which deal with child abuse, domestic abuse and child sexual exploitation. This restructuring will mean that the Force can continue to tackle crime and anti-social behaviour, protect vulnerable people and deliver fair treatment with fewer officers. It will be achieved by exploiting new technology and streamlined ways of working with structures designed around the needs of victims and those who access police services. The result will be a more flexible style of policing delivery allowing staff to spend more time in the community rather than inside the police station.

Local neighbourhood policing is at the heart of British Policing and the new force-operating model will maintain this style with uniform police officers and community support officers working within a defined geography where they are accountable for service delivery and known to their communities. The Force has confirmed that specialist resources will be there when needed, be it to protect vulnerable people, deal with serious crime and police our road networks. Achieving this change will be challenging and, in order to remain focused whilst the future financial position is unclear, the Chief Constable and his Senior Command Team have agreed, with support from the PCC, that the following principles will apply:

- Adopting a systems methodology approach to maximise efficiency when considering changes to parts of the organisation
- Rationalising buildings and estate, seeking opportunities to share with partners in local communities;
- Adopting leaner, more agile structures across the enabling services functions (Information technology, facilities management, HR, finance fleet & administration);
- Building upon opportunities to collaborate further with Humberside Police, including carrying out a feasibility study around the development of a strategic alliance with Humberside in specialist areas to optimise the savings made to date through shared enabling services and shared technology;
- Promoting streamlined management structures within the geographical areas of Local Policing to maintain frontline resources and meet demand for service;
- Optimisation of regional and national collaborations to maintain the force's ability to meet the strategic policing requirement e.g. Counter terrorism, National Police Air Service, Underwater search, Mounted police officers
- Integrating further principles around demand management to ensure right resource, first time, every time

The New Local Policing Model

In respect of the Local Policing Review the Senior Command Team and PCC have agreed that the South Yorkshire policing model will maintain uniform police officers and police community support officers working in Local Policing Teams within neighbourhoods.

The Force has indicated that it is committed to working with partners but has been clear with partners that officers must be engaged in activities with a clear policing purpose e.g. providing visible patrol and reassurance to prevent crime and anti-social behaviour; victim centred investigation; and the enforcement and management of offenders.

To achieve the service required and build trust and confidence, the Force will continue to, challenge its ways of working and how it manages demand. Only 17% of initial demand on the police is to deal with crime, and much is around problem solving and responding to calls for service which is linked to vulnerability and supporting people at times of most need. The Chief Constable has given assurances that the Force response will be tailored to the caller in order to give the greatest opportunity to resolve the issue.

The demand work is set against the following principles:

- Being clear about purpose
- Designing services against demand
- Removing waste from processes
- Putting the right resources in the right place at the right time
- Doing what matters to citizens and supporting victims
- Doing what matters to offenders to reduce the chances of reoffending
- Solve the underlying problems, not the symptoms
- Measuring what matters - outcomes not targets

5. Revenue Budget, Capital Programme and Council Tax for 2015/16

Introduction

This section of the Police and Crime Plan refresh document provides details of the resources that will be required to deliver the priorities set out in this Plan, and to deliver efficient and effective policing and crime services in South Yorkshire.

This section will also set out the revenue budget, a capital programme, and a council tax precept for 2015/16. It also provides a summary of the medium term outlook facing the PCC and also takes a look forward to the potential resource and budgetary challenges which lie ahead.

Provisional Police Funding Settlement for 2015/16

National picture

The Spending Round 2013 (SR13) issued by the Chancellor in June 2013 outlined the Government's spending plans for 2015/16 and confirmed a further £11.5 billion of spending reductions in that year. Unlike previous spending reviews, the SR13 only covered one financial year (2015/16) due to the general election in Spring 2015.

SR13 included a 6.1% reduction in Home Office spending in 2015/16, compared to 2014/15. The budget for DCLG Local Government, which includes funding for revenue support grant allocations, was cut by 10% in 2015/16. However, in his 2013 Autumn Statement, the Chancellor announced a further 1.1% reduction in Government department spending, on top of those identified in SR13.

In the lead up to the announcement of the Police Finance Settlement for 2015/16, there had been concern as to how much of this additional 1.1% would be passed onto the police service rather than cut from other parts of Home Office spending. Unlike local government, the 2014/15 finance settlement for police did not include an indicative 2015/16 settlement, so as to allow the Home Office more time to reach its decision as to where the cuts would fall.

On 17 December 2014, the Government issued the Provisional Police Grant Report for 2015/16, and analysis of this suggests that some of this further reduction has been passed onto the police, but not all of it. The statement from the Minister for Policing contains the following: *"after careful consideration of all Home Office budgets...I have decided to maintain the 4.9% real terms headline reduction to government funding to the police announced at SR13"*.

In actual cash terms, rather than real term values, the Government has reduced the national funding total by about 3.5%. However, this reduction includes a number of "top-slices" to fund "national policing interests". Once these are excluded, the amounts allocated to police and crime commissioners – the Police Grant and Formula Funding allocations - have fallen by 5.1% (in cash terms) compared to 2014/15. The top-slices include a number of pre-existing funding streams, together with some new ones as follows:

- Counter terrorism policing (at least £564m)
- Further funding for the Independent police Complaints Commission (£30m)
- HMIC Police Effectiveness Efficiency and Legitimacy (PEEL) inspection programme (£9.4m)
- College of Policing (£5m)
- Police Innovation Fund (£70m)
- Major Programmes (£40m), a new top-slice to support the development of the National Data Programme, Home Office Biometrics and the Emergency Services Mobile Communications Programme
- Police Knowledge Fund (£5m), a new top-slice for driving improvements in the same way as the Innovation Fund
- Police Special Grant (£15m), for forces facing unplanned or unexpected additional pressures

The allocations for 2015/16 compared to 2014/15 are set out in the table on the next page.

Police Revenue Funding	2014/15	2015/16	Change
	<i>£m</i>	<i>£m</i>	<i>%</i>
Funding to PCCs			
Home Office Police Grant	4,583.3	4,309.2	-6.0%
Formula Funding (RSG from DCLG)	2,923.5	2,818.3	-3.6%
Welsh Government	140.0	135.0	-3.6%
Welsh Top-Up	13.1	12.5	-4.7%
Counter-Terrorism Specific Grant	564.0	564.0	-
Council Tax Freezes for London	23.6	30.4	28.9%
2011/12 Council Tax Freeze	58.8	58.8	-
2013/14 Council Tax Freeze	7.3	7.3	-
2014/15 Council Tax Freeze*	2.7	2.7	-
Sub-Total	8,313.7	7,938.3	-4.5%
Top-slices			
National Police Coordination Centre	2.3	-	-
PFI	72.8	72.8	-
Ordnance Survey	1.7	1.7	-
Contingency	5.9		-
IPCC	18.0	30.0	66.7%
Innovation Fund	50.0	70.0	40.0%
College of Policing	2.8	4.6	64.3%
City of London	2.5	2.8	14.3%
HMIC	9.4	9.4	-
Police Knowledge Fund		5.0	-
Major Programmes		40.0	-
Police Special Grant		15.0	-
Sub-Total	165.4	251.3	52.0%
Total Government Funding	8,479.1	8,189.6	-3.5%

There are some further items that will be subject to further consideration by the Home Office. These are items that were previously thought to have involved additional top-slices, but which the Government now intends to fund through charging regimes to PCCs/Forces. These include arrangements for the financing of national ICT systems and the National Police Co-ordination Centre.

The Settlement is provisional, and is subject to consultation. The final Grant report will be issued in February 2015, when it is expected that full details of the remaining outstanding items will be provided.

South Yorkshire's Position

For South Yorkshire, the Finance Settlement represents a reduction in funding of £9.6m (or 4.83%) compared to 2014/15. This is on top of a reduction of £9.5m in the previous financial year: i.e. a cumulative reduction of £19m over the last 2 financial years.

	Settlement 2014/15 £000	Provisional Settlement 2015/16 £000	Reduction £000	%
FINANCING:				
Police Grant (HO Core)	-107,770	-101,174	-6,596	6.12
Formula Funding (Ex DCLG Formula)	-80,957	-77,909	-3,048	3.76
Council Tax Freeze Grant 2011/12	-1,269	-1,269	0	
Council Tax Support Scheme compensation	-9,591	-9,591	0	
TOTAL FINANCE SETTLEMENT	-199,587	-189,943	-9,644	4.83

However, the impact on South Yorkshire is likely to be greater than the figures set out above suggest. There are likely to be additional charges for the items that are being considered by the Home Office, namely, charges for national ICT systems and the National Police Co-ordination.

There are no details of the potential grant settlement for 2016/17. This will be dependent on the outcome of the next spending review which will take place after the 2015 general election. The lack of clarity or certainty about funding beyond March 2016 does not assist medium-term financial planning.

Council Tax Referendum principles

The Local Government Minister announced that any 'local authority' – whether that be a council, a fire authority or a police and crime commissioner – that increases the council tax by more than 2% will be required to conduct a local referendum. Although the precise principles will not be issued by Parliament until February, it can be relied upon that 2% will be the limit on any council tax increase without a referendum.

The South Yorkshire Police Council Tax for 2014/15 increased by 1.95% to £145.33 for a Band D property. It is proposed that for 2015/16 there will be a further increase of 1.95%. If the threshold beyond which a council tax referendum is confirmed as being a 2% increase, there will not be a requirement for a referendum in South Yorkshire. An increase of 1.95% will result

in a Band D Council Tax of £148.16 for 2015/16: an annual increase of £2.83, or approximately 6p per week, for a Band D property.

	Current (2014/15)		Proposed increase Weekly	2015/16 Proposals	
	Precept			Annual	Weekly
	Annual	Weekly			
	£	£	£	£	
Band A	96.89	1.86	4p	98.77	1.90
Band B	113.03	2.17	5p	115.24	2.22
Band C	129.18	2.48	5p	131.70	2.53
Band D	145.33	2.79	6p	148.16	2.85
Band E	177.63	3.42	6p	181.08	3.48
Band F	209.92	4.04	8p	214.01	4.12
Band G	242.22	4.66	9p	246.93	4.75
Band H	290.66	5.59	11p	296.32	5.70

Overall Funding Position for 2015/16

The overall Budget Requirement for 2015/16 will include the council tax precept upon the collection funds that are managed by the South Yorkshire local councils. Each year the districts determine their council tax base which is used to calculate the precept. For 2015/16, the overall tax base for South Yorkshire has increased by 6,353 Band D equivalent properties, or 1.95%, compared to 2014/15.

	Band D	Band D		
	Equivalent	Equivalent	Variation	%
	Properties	Properties		
	2014/15	2015/16		
Barnsley	58,751.60	60,257.75	1,506.15	2.56
Doncaster	74,267.00	75,729.00	1,462.00	1.97
Rotherham	64,179.01	65,477.52	1,298.51	2.02
Sheffield	128,144.18	130,231.44	2,087.26	1.63
TOTAL	325,341.79	331,695.71	6,353.92	1.95

The local councils are also required to determine the position on their collection funds, and to notify the precepting authorities of their share of any estimated surplus or deficit. The PCC has been notified that the share of the surplus for 2015/16 has increased by £0.3m, compared to 2014/15.

	Collection Fund	Collection Fund	
	Surplus	Surplus	Variation
	2014/15	2015/16	
	£	£	£
Barnsley	118,000	165,710	47,710
Doncaster	323,474	323,474	0
Rotherham	270,000	332,000	62,000
Sheffield	18,959	219,360	200,401
TOTAL	730,433	1,040,544	310,111

With the council tax base having been set at 331,695 Band D equivalent properties, the proposed Band D council tax of £148.16 would result in total council tax income of £49.144m for 2015/16. This is the proposed “Council Tax Requirement” and represents an increase of approximately £1.9m: a significant proportion of which (£0.9m) is due to the taxbase increase.

With the inclusion of the collection fund surplus, the proposed “Budget Requirement” for 2015/16 will be £240.127m. This represents a reduction in the Budget Requirement of approximately 3% compared to 2014/15.

	Original	Proposed
	Budget	Budget
	2014/15	2015/16
	£000	£000
Council Tax income	-47,282	-49,144
Police Grant (HO Core)	-107,770	-101,174
Revenue Support Grant (Ex DCLG Formula)	-80,957	-77,909
Council Tax Freeze Grant 2011/12	-1,269	-1,269
Council Tax Support Scheme compensation	-9,591	-9,591
Collection Fund surplus	-730	-1,040
BUDGET REQUIREMENT	-247,599	-240,127

Council Tax Freeze Grant

The Secretary of State for Local Government has announced that a Council Tax Freeze Grant (CTFG) will be available in 2015/16 for those police and crime commissioners that that keep the council tax at the same level as 2014/15. “Indicative Council Tax Freeze Grant Allocations for 2015/16” have been provided, and the allocation for South Yorkshire amounts to approximately

£574,000. This is slightly higher than the amount generated by a 1% council tax increase as it will exclude Council Tax Support Scheme (CTSS) claimants. The actual CTFG will be based on tax base calculations provided by the district councils.

On the basis of the actual taxbase, each 1% increase in council tax will generate an additional £482,000. The proposed increase of 1.95% will generate an extra £940,000 which – together with the additional £923,000 from the increased taxbase – provides for total additional income of £1.863m.

The proposed increase therefore generates additional income, above that provided by CTFG but also provides for greater long term stability as it is added to the base budget and future percentage increases can be based on this. .

In previous years, CTFG has been rolled up into other funding allocations from Government, and has therefore been subsumed in general grant and then subject to further reductions. The existence of CTFG into the future cannot be guaranteed although the Secretary of State has given an assurance that CTFG will be maintained.

Setting of the 2015/16 Revenue Budget

The PCC approved a net revenue budget of £247.599m for 2014/15. As set out above, the proposed net revenue budget – the “Budget Requirement” – for 2015/16 will be £240.127m. The overall movement in budget from 2014/15 to 2015/16 has involved the following variations:

		£000
	Budget Requirement for 2014/15	247,599
Plus	New Priorities	2,404
	Inflation, Pay Awards & contractual increases	5,370
Less	Full year effect of previous years savings	-2,060
	Savings proposals for 2015/16	
	Local Policing Review	-6,358
	Non pay savings	-750
	National Police Air Service (NPAS)	-674
	Reduction in overtime	-462
	Enabling Services	-300
	Regional Collaboration -operational support	-300
	Regional working	-238
	Diamond Reviews	-336
	Diamond Custody Project	-285
	Mounted Police Branch	-154
	Other savings (various)	-282
	Further savings to be identified/agreed	-3,047
	Budget Requirement for 2015/16	<u>240,127</u>

New Priorities

The previous PCC made Protecting Vulnerable People (PVP), particularly those at risk from Child Sexual Exploitation, a priority in the Police and Crime Plan, and included £2.2m in the 2014/15 budget to increase the Force’s PVP capacity. This strategy involved a further budget allocation in 2015/16, amounting to £2.4m.

Inflation, Pay Awards and Contractual Increases

Appropriate provision needs to be made for pay awards (1%), for specific inflation increases and for uplifts in contractual commitments. One of the most significant additional cost increases relates to the charges for National Police IT Services, which are set by the College of Policing and which have increased by £0.9m in 2015/16.

Future Savings Proposals

The most significant savings proposals for 2015/16 are as follows:

- **Local Policing Review (£6.3m)**

This relates to the introduction of the new Local Policing model from Spring 2015 described previously.

- **Non Pay Savings (£0.7m)**

The implementation of the PCC's revised accommodation strategy, together with the deployment of mobile technology to our front line officers, will result in a reduction in the cost of operating our police buildings as we both reduce the size of the estate and adopt sustainability measures. Similarly, the deployment of telematics technology will enable more active management of the fleet which should reduce our fuel consumption and potentially the size of the fleet.

The Regional Procurement Unit has improved the contracts database across the region and, as a consequence is better able to predict where collaboration can improve our negotiating power with suppliers. It is anticipated that the Force will make contract savings from this work and collaborative contracts both regionally and nationally.

- **National Police Air Service ('NPAS') (£0.6m)**

It is proposed to re-negotiate our contract with the NPAS to reduce the cost of the service received.

- **Overtime (£0.46)**

Police and staff normal overtime will be cut by a further 10%. This budget has previously been cut as follows to bring the Force more in line with overtime spending in our most similar group of forces, 2012/13 - 5%, 2013/14 - 10%, 2014/15 - 20% (including bank holiday overtime).

- **Enabling Services (£0.3m)**

In the forthcoming year it is proposed that there will be greater collaboration with Humberside Police which will be facilitated by our Information Systems Strategy deploying new shared systems. Whilst this is unlikely to reach maturity until 2017/18 it is anticipated that the review work will produce savings which can be delivered in 2015/16.

- **Regional collaboration – Operational Support (£0.3m)**

Review work is ongoing in relation to developing operational collaboration on specialised operations and crime management with both Humberside Police and West Yorkshire Police. It is anticipated that the review work will produce some savings which will be delivered in 2015/16.

- **Regional Working (£0.2m)**

It is anticipated that Regional Crime, Scientific Support Unit and Underwater Search will reduce their charges by 3.2%. In addition to this, the creation of a Regional Stores Unit from 1 February 2015 will generate a Force saving of £80,000.

- **Diamond Reviews (£0.3m)**

Other Diamond Reviews - including Specialist Uniform Operations, CCTV and Criminal Justice Unit re-location - have already been implemented during 2014/15, and these savings are expected to be delivered prior to the year end or early in the new-year.

- **Diamond Custody Project (£0.3m)**

There are further planned officer savings expected to arise from the custody project as it progresses throughout 2015/16 into 2016/17.

- **Mounted Unit (Horses) (£0.1m)**

The current forecast assumes the collaboration of South Yorkshire Police (SYP) and West Yorkshire Police (WYP) mounted sections at Carr Gate in West Yorkshire, with rationalised resources.

Further savings

There are further savings of £3m required to enable a balanced budget for 2015/16. It is expected that, following further work to identify the precise level of savings required and where they will come from, that this £3m will come from a combination of the following:

- Further reductions in Force operating expenditure
- Expected reductions in capital financing costs
- Review of partnership and commissioning expenditure

Capital Programme and its Financing

To support the changes and savings required in the future, capital investment in new technology, buildings and equipment will be necessary, and a range of capital projects have been identified. The previous PCC approved a capital programme for 2014/15 of £17.337m, with further planned expenditure totalling approximately £30m over the following four financial years. In general terms, the funding for capital spending comes from the following sources:

- **Capital grant from Government:** The Government provides some support for capital investment through a specific capital grant. This amounted to £2.5m in 2014/15. The level of capital grant for 2015/16 will not be announced until the finalisation of the Finance Settlement in February 2015. There may be a top-slice of capital grant to fund a national mobile communications project which the Secretary of State Minister for Policing is considering.
- **Capital receipts:** these are proceeds from the sale of assets, and are estimated to amount to £0.9m in 2014/15 and £0.7m in 2015/16.
- **Contributions from Revenue/Reserves:** the 2014/15 revenue budget includes a contribution to capital of £4.172m. There is also a contribution from general reserves of the same

amount to ensure that there is not an impact on council tax of this revenue contribution to capital.

- Contributions from capital reserves: there are reserves set aside for the purpose of financing capital expenditure.
- Borrowing: borrowing to finance capital spending is undertaken in accordance with the Treasury Management Strategy and must meet a range of criteria including affordability.

It has been a feature of the capital programme that it be centred around schemes which are either revenue neutral or, ideally, those which generate net revenue savings ('Invest to save'). A significant additional feature with regard to the planned funding of the Capital Programme is the intention to further minimise the impact of capital projects on available revenue resources by utilising reserves to directly fund certain schemes. In the main, these will be investments in the modernisation of the Force's ICT infrastructure and information systems.

The planned level of capital financing in 2014/15, as per the original budget, amounted to £15.394m after contributions from partner organisations. The level of planned spending has reduced in 2014/15, with a significant amount - £17m - being "slipped" into 2015/16. The Treasury Management Strategy assumed that borrowing amounting to £8.1m would be undertaken in 2015/16. However, with the level of capital spending being below that expected and the availability of higher internal cash balances, no borrowing has been undertaken this financial year. There is therefore expected to be an underspend on debt charges (in the revenue budget) in the current financial year which could be carried forward for use in 2015/16.

The Medium Term Financial Strategy ('MTFS') assumed an increase in the level of debt charges (of about £0.6m) and an increase in revenue contributions/reserves (of about £0.2m) to finance the planned level of capital expenditure in 2015/16. The combined effect of scheme slippage and new capital starts in 2015/16, means that the planned level of capital expenditure will be £27.4m. This will require additional borrowing - beyond the level assumed in the previous MTFS and Treasury Management Strategy - as the position in 2015/16 seeks to catch up.

Assuming that capital grant will be at the same level in 2015/16, and that contributions from reserves/capital receipts will be at the level previously planned, the overall capital financing position is as follows:

	Original Budget 2014/15	Forecast Outturn 2014/15	Potential Budget 2015/16
	£000	£000	£000
CAPITAL FINANCING			
External Grants (Home Office Grant)	2,550	2,550	2,550
Capital Receipts	514	900	727
Revenue Contributions	4,172	4,172	4,313
Contribution from Capital Reserve		3,550	3,724
Borrowing	8,158		9,304
OVERALL TOTAL	15,394	11,172	20,618
NET Capital Spending	15,394	11,172	27,405

To finance capital spending of £27.4m in 2015/16, additional borrowing and/or use of reserves will be required. Before further borrowing is included in the strategy for 2015/16, work is being undertaken around affordability, and the impact on the required budget for debt charges in 2015/16. This will be resolved before the final decision on the budget.

Impact on numbers of Officers, PCSOs and Staff

It is estimated that the overall police officer establishment will reach 2442 by 31st March 2016. It is further estimated that the establishment for PCSOs will be at 300 and for police staff will be at 1726 by the same date. This is as an assessment based on current planning and restructuring following the review process and on current estimates will be achievable through the predicted natural wastage of service leavers. Police recruitment will continue on an as needed basis to keep staffing numbers at the correct establishment. Total recruitment for police officers during 2014/15 is 52, this is made up of 24 transferees and 28 student officers.

Medium Term Financial Forecast

The decision relating to the 2015/16 revenue budget needs to be considered alongside a forecast of the overall medium-term financial position for policing in South Yorkshire.

The Provisional Finance Settlement for 2015/16 is a one year settlement, and does not provide an indication of the likely grant settlements beyond March 2016. Funding in future years will depend on the next Spending Round which is expected in the summer of 2015 after the general election. Whatever the outcome of the election, it seems likely that there will be further reductions in public sector funding given the size of the public deficit, and the commitment from all political parties to reduce this over the medium-term.

In the absence of any evidence as to the level of funding that will be available it will be necessary to make certain assumptions for planning purposes:

- **Police Grant and DCLG Formula Grant:** the overall amount is assumed to reduce by 5% in 2016/17 (broadly the same percentage reduction in 2015/16) and an assumed annual reduction of 3.5% thereafter.
- **Council tax income:** an annual increase of 1.95%. The council tax base for 2015/16 is assumed to remain unchanged for planning purposes.
- **Collection fund surplus/deficit:** the level of any surplus or deficit is difficult to predict and can be subject to volatility. The medium term financial forecast does not include any estimated collection fund surplus in future years.

When compared to the current (2014/15) financial year, the net reduction in funding amounts to approximately £7.5m, which will be offset by the savings referred to in this report. However, based on the assumptions explained above, there is the potential for further reductions in funding of approximately £9m reductions in 2016/17, rising to £31m in 2019/20, compared to the current position.

The cumulative five-year position is shown below. Over a five year period, cumulative savings of approximately £45m will be required. As savings are agreed each year, this will reduce the cumulative total.

	2015/16	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m	£m
Total forecast reduction in funding	7.48	16.43	21.38	26.12	30.67
Total forecast reduction in net spending	-7.48	-2.82	3.51	8.37	14.81
NET FORECAST REVENUE GAP	0.00	13.61	24.89	34.49	45.48

Given the continuation of funding reductions from Government for the foreseeable future, the process of identifying savings for 2016/17 will need to begin immediately that the budget for 2015/16 is agreed. This process will align the priorities identified in this Plan to the proposed savings. The scale of the continuing reductions represents a challenging position for policing in South Yorkshire.

N.B. The final, refreshed Police and Crime Plan for 2015/16 will include details around collaboration and strategies in relation to the Force's infrastructure.

SOUTH YORKSHIRE POLICE AND CRIME PANEL – REPORT TO MEMBERS

1.	Meeting:	Police and Crime Panel
2.	Date:	30TH January 2015
3.	Title:	Report of the Legal Adviser – Update on the Operation of the Complaints Procedure
4.	Directorate:	Resources

5. Summary

To update the Panel upon the handling of complaints since the last report.

6. Recommendations

That the Panel notes the actions that have been taken in respect of complaints.

7. Proposals and Details

The following complaints have been received:-

A complaint regarding the failure of the former Deputy Police and Crime Commissioner, Tracey Cheetham to properly deal with e-mails from a complainant.

Having consulted with the Chair and Vice Chair, it was considered that the complaint was trivial or otherwise an abuse of the process for dealing with complaints and that no further action would be taken. The complainant was informed of the decision and is in correspondence with the Legal Adviser.

A complaint, regarding the former Police and Crime Commissioner, in respect of which the Legal Adviser met with the complainants in May 2014. The complainants were invited to submit further details of the complaint, which have not been forthcoming. The complainants have been informed that the complaint will not be proceeded with.

A complaint regarding the former Police and Crime Commissioner, which is related to the complaint mentioned above. As the former Commissioner has resigned the complaint will not be proceeded with.

Following the publication of the Jay report on 26th August 2014, 17 complainants have lodged complaints regarding the actions of Shaun Wright, the former South Yorkshire Police and Crime Commissioner.

Three of those complaints have been referred to the Independent Police Complaints Commission (IPCC) as the allegations related to the potential criminal offence of misconduct in public office. No determination has yet been made by the IPCC regarding these referrals.

The of complaints have all been acknowledged and, other than in respect of those complaints referred to the IPCC, no further action will be taken as the former Police and Crime Commissioner has now resigned from office.

In addition a significant number of comments were received by the Legal Adviser, which did not constitute formal complaints, all of which were acknowledged.

8. Finance

None

9. Risks and Uncertainties

None

10. Background Papers and Consultation

The files held by the Legal Adviser.

Contact Name: *Jacqueline Collins, Director of Legal and Democratic Services, telephone 01709 8255768 or e-mail jacqueline.collins@rotherham.gov.uk*