

**Police and Crime Commissioner
for Derbyshire
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DATE 6 December 2013

AGENDA STRATEGIC GOVERNANCE BOARD

DATE OF MEETING	9 December 2013
TIME OF MEETING	2pm
LOCATION	Reception Room, Police HQ, Derbyshire
PCC CONTACT OFFICER	Mrs Liz Kelly (0300 1226007)
CONSTABULARY CONTACT OFFICER	Ch Supt G Knighton (01773 572675)
DISTRIBUTION	PCC A Charles DPCC H Dhindsa CC M Creedon DCC A Goodwin ACC D Collins T/ACC Smethem Mr D Peet Mrs H Boffy Mr T Neaves Ch Supt. G Knighton Mrs L Kelly OPCC Performance Officer

**David Peet
Chief Executive
Office of the Police and Crime Commissioner for Derbyshire**

The short notice of the publication of papers in advance of the meeting is a constraint of the timetable of monthly meetings. Please note that all meetings of the Board are published in advance on the Commissioner's website.

The meeting of the Strategic Governance Board on 9 December 2013 in the Reception Room, Force HQ, Ripley, Derbyshire.

AGENDA: Reports attached

ITEM	SUBJECT	DECISION NO.
ASK THE SGB Maximum 30 minutes allotted time		
1	APOLOGIES FOR ABSENCE	
2	DECLARATIONS OF INTEREST (IF ANY)	
3	ANNOUNCEMENTS FROM THE CHAIR	
4	MINUTES/DIGEST OF DECISIONS Meeting held on 11 November 2013	
5	REVIEW OF ACTIONS	
6	FORWARD PLAN 4 Month Forward Plan	
COMMISSIONER DECISION REPORTS		
<i>Reports of the Chief Executive</i>		
7A	Strategic Governance Board Meetings – Connecting with the public	81/13
7B	The Living Wage	82/13
<i>Reports of the Treasurer</i>		
8A	None	
<i>Reports of the Chief Constable</i>		
9A	None	

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Joint Reports of the Treasurer/Chief Constable		
10A	Revised Budget, Financial Projections Update and Fees and Charges	83/13
10B	Revised Capital Programme and Strategy	84/13
	PERFORMANCE REPORTS	
Reports of the Chief Executive		
11A	None	
Reports of the Chief Constable		
12A	Performance Scorecards	
12B	Force Thematic Report – Anti-Social Behaviour	
12C	Business Change Project Board Update	
12D	Contact Management Department (CCMC) – Update Report	
12E	The Code of Practice for Victims of Crime	
12F	Health and Safety Update	
Joint Reports of the Chief Executive/Chief Constable		
13A	Rape Scrutiny Panel	
Joint Reports of the Treasurer/Chief Constable		
14A	Finance Briefing – Period 7	
	DECISIONS TAKEN AND NOT YET REPORTED TO STRATEGIC GOVERNANCE BOARD	DECISION NUMBER
15A	Decisions taken but not yet reported to the Strategic Governance Board	79-80/13

The short notice of the publication of papers in advance of the meeting is a constraint of the timetable of monthly meetings. Please note that all meetings of the Board are published in advance on the Commissioner's website.

**POLICE AND CRIME COMMISSIONER FOR DERBYSHIRE
STRATEGIC GOVERNANCE BOARD**

**Held in the Sir Henry Royce Room, Derby City Council, The Council House, Corporation
Street, Derby. DE1 2FS**

11 November 2013

In attendance:

Office of the Police and Crime Commissioner: Commissioner Charles, Deputy Commissioner Dhindsa, Mr D Peet, Mrs H Boffy, Mrs D Rimell and Mrs L Kelly

Constabulary: Chief Constable Creedon, DCC A Goodwin, ACC K Smethem, ACC D Collins, and Mr T Neaves

Agenda No.	Item	Decision (including Dec No.)/ Action
Public Question and Answer Time The Commissioner welcomed members of public and press in attendance at the meeting. One member of public had experienced neighbourhood problems and the local safer neighbourhood team had been helpful in resolving issues, however, due to a boundary change a different team had been assigned to the neighbourhood and the complex background to the case had not been passed to the new team. It was suggested that case conferences should be held so that information can be shared verbally between teams. The Chief Constable and ACC Smethem agreed and stated that this should happen and to ensure that this occurs for the future, the message will be reinforced to staff. In addition, to help provide the support needed, contact would be made and additional personal details would be taken outside the meeting.		
1.	APOLOGIES No apologies for absence received.	
2.	DECLARATIONS OF INTEREST None	

<p>3.</p>	<p>ANNOUNCEMENTS FROM THE COMMISSIONER</p> <p>In remembrance of those who have died in the line of duty whilst serving in the Armed Forces, the meeting observed one minutes' silence.</p> <p>The Commissioner had attended a Remembrance Service and Parade in Derby on Sunday 10 November, he commended this excellent, well planned event which was well attended by the public demonstrating great respect for Armed Services Personnel.</p> <p>It had been approximately one year since the Commissioner had been elected into office and to highlight the work of Commissioners' one year on, PCCs had been featured on the Politics Show aired on Sunday 10 November. The show highlighted the work of PCCs and featured Commissioner Charles in his public engagement role and also highlighted the strong and effective partnership working with the Chief Constable and colleagues who work jointly to ensure that Derbyshire is a safe place to live.</p>	
<p>4.</p>	<p>MINUTES/ DIGEST OF DECISIONS</p> <p>Noting agenda item 4A, the Commissioner declared his disappointment that the 'alternative venue' Board meetings had been poorly attended by the public. This was the last alternative venue Board meeting 2013, other options to connect with the public through the SGB meetings will be explored for the future.</p> <p>Agenda Item 12B</p> <p>It was noted that the Police and Crime Commissioner for West Yorkshire was already leading a campaign to challenge the allocation split of confiscated monies and it was agreed that it would be sensible to join together. It was agreed that David Peet facilitate a meeting between the PCC for West Yorkshire, PCC Charles, DPCC Dhindsa and the Chief Constable (as the National Lead in this area) to discuss and take this matter further.</p>	<p>Explore other options for holding SGB meetings at alternative public venues.</p> <p>Arrange a meeting with the PCC for West Yorkshire.</p>
<p>5.</p>	<p>ACTIONS OUTSTANDING</p> <p>Noted.</p>	

6.	<p>FORWARD PLAN Noted.</p>	
7A	<p>HAVE YOUR SAY RESULTS 2013 Commissioner Charles thanked all those members of staff who had taken part in the HYS questionnaire 2013. The Commissioner stressed the importance of randomly surveying members of the public which produces good quality data and gives a clear indication of what is important to the people of Derbyshire.</p> <p>It was noted that ‘the public felt the roles of Call Handler and Station Enquiry Officers represented frontline Policing; however the responses for the remaining four roles were largely inconclusive with a fairly even split across the Yes, No and don’t know responses’. The Commissioner was grateful that this question had been included in the questionnaire as it would help the public to understand the wide variety of roles which can be termed ‘frontline policing’, the Chief Constable was similarly grateful to be able to highlight the difficulty in defining what frontline policing is, particularly in the context of making budget cuts without affecting frontline policing numbers, although the Chief Constable did note with interest that the top five priorities, with the exception of Anti-social behaviour (detailed on page 2) involved policing which was not visible.</p> <p>The Commissioner was pleased to note that 23% of those interviewed knew who the PCC was.</p> <p>It was noted that the young (particularly the under 18 age group) were less well represented than other groups in the survey and a bespoke youth engagement program is already underway.</p> <p>The importance of the questionnaire was highlighted as it was explained that the survey results are fed into the Force Risk and Threat Seminar which determines resource allocations for the forthcoming year based on current risks and threats facing the Force. As a result of the survey and the Seminar the Police and Crime Commissioner will review the Police and Crime Plan to ensure that Public priorities are reflected in the Plan 2014.</p> <p>In considering the Recommendations, the Commissioner agreed with recommendation (i) that the branding for the engagement programme 2014 would change, but this would not be changed to</p>	<p>Review the Police and Crime Plan</p> <p>Change the branding for HYS for 2014</p>

	'Your Police Your Views' as this branding had already been used.	
	<p>RESOLVED:</p> <ul style="list-style-type: none"> i. To continue with the face to face community events as part of the engagement programme for 2014 and to change the branding. ii. The majority of the public in Derbyshire feel safe and have confidence in the Police was noted. iii. The report was read and will be disseminated and actioned as appropriate. 	
7B	<p>YOUR POLICE YOUR VIEWS PUBLIC ENGAGEMENT EVENTS 2013</p> <p>The Commissioner thanked all who took part in the events.</p> <p>The Commissioner was disappointed that the events had been poorly attended, alternative ways of engaging with the public will be explored for the future and possibilities include; developing a better link with the IAG network, extending the use of Twitter for effective communications and joining established groups.</p>	
	<p>RESOLVED:</p> <ul style="list-style-type: none"> i. More effective ways of engaging face to face with the public which would represent a more efficient use of resources in these challenging times will be considered. ii. The larger and more formal face to face engagement element of the Community Engagement Plan will be reviewed moving forwards and alternative approaches such as linking with partner agencies where appropriate will be explored. iii. The report was read and will be disseminated and actioned as appropriate. 	
11A	<p>PARTNERSHIP THEMATIC REPORT – RE-OFFENDING</p> <p>The report provided an overview of trends regarding re-offending in England and Wales with a more detailed analysis of the local picture in Derbyshire provided by Derbyshire Probation. An error was noted in the covering report (page 5 bullet 2.8) which should state that the proportion of juvenile re-offenders in Derby is 38.6% NOT 28.6%</p> <p>The report showed that the proportion of re-offending was much greater where the sentence for an offence is less than 12 months and it was noted that for sentences under 12 months probationary</p>	

	<p>guidance is not offered, thereby highlighting the positive impact probationary input can have on re-offending rates. The Chief Constable referred to the Home Office 'Halliday' report which had concluded that sentences under 12 months were counter-productive and the Deputy Police and Crime Commissioner concurred that there is no positive impact from such limited sentencing.</p> <p>The Commissioner was concerned to note the proposed transformation of the Probation Service (detailed within the Appendix page3), through the Government's Transforming Rehabilitation (TR) Programme which will see the separation of caseload between the high risk of harm (MAPPA) and the high risk of re-offending (IOM). The high risk of harm caseload will be retained in a newly created National Probation Service (NPS) whilst the high risk of reoffending caseload will be subject to competition as part of a Community Rehabilitation Company. The Commissioner, Deputy Commissioner and the Chief Constable argued that it would be counter-productive to break up an effective organisation as re-offending rates are much lower when probationary guidance has been offered, it was suggested that a more targeted approach may be a more successful.</p>	
	<p>RESOLVED: The report was received by the Commissioner and the Chief Constable and no actions were identified as arising. The reduction in Re-offending rates since the introduction of the Integrated Offender Management (IOM) schemes was noted.</p>	
12A	<p><u>CHIEF CONSTABLE'S SCORECARD</u> The Chief Constable provided a comprehensive overview of the Scorecards (attached as appendices).</p> <p><u>Scorecard - ACC Smethem</u> Total recorded crime is increasing due to the continued increase in non-domestic burglary, theft from vehicle and shoplifting. ACC Smethem informed the meeting that prevention is key and much work is being done to educate retailers on stock placement and car and home owners on insecurities. It was confirmed that Derbyshire would be running promotional campaigns to provide advice on securing property to reduce theft.</p>	

	<p><u>Scorecard – ACC Collins</u> ACC Collins informed the Commissioner that the data for the CCMC had not varied greatly from the last scorecard this was due to the CCMC reporting cycle. Significant improvements were noted within the Contact Management Centre, however, to be able to monitor this better the Commissioner requested an extra column be added to the scorecard to show the previous month's data to provide a month on month comparison.</p> <p>An update was provided on the number of fatal/serious road traffic casualties which stood at 377 year to date of which 25 were fatal road traffic collisions.</p> <p>An increase in the number of taser deployments was noted - 207 compared to the 2012/13 outturn position of 178. ACC Collins explained that the reason for this increase was due to the increased number of personnel now trained to use tasers, it was also highlighted that a taser deployment is when a taser is used but not necessarily fired, the use of the taser must be authorised by a senior officer and the deployments of taser in Derbyshire is relatively low when compared to other Forces. In contrast to this increase, the decrease in the deployment of firearms was also noted and this was a direct consequence of taser being deployed where previously firearms would have been</p> <p>The number of Specials had increased and the meeting was updated that the headcount year to date stood at 294.</p> <p><u>DCC Goodwin</u> Police Officer and Police Staff sickness rates had increased on the outturn position. DCC Goodwin advised that a Management Seminar was being held the following week to raise awareness and provide managers will tools to manage absence.</p> <p>The Commissioner was satisfied that Derbyshire rigorously and robustly investigate complaints which are handled with integrity by the Force.</p>	<p>Include an extra column to show previous month's data</p>
	<p>RESOLVED: The scorecards were noted.</p>	

12B	<p>FORCE THEMATIC REPORT – ACQUISITIVE CRIME AND OFFENDER MANAGEMENT</p> <p>Around 5.5% of properties have been targeted more than once in the past 3 years, to help repeat victims additional support is provided by offering target hardening advice, alarms and security cameras.</p> <p>Shoplifting has increased and the Force is engaging with the Senior Management of large retailers and small retailers to provide advice on product placement. Large retailers accept a small margin of loss and continue with their marketing strategies and product placement, however, small businesses are often more willing to change as loss from theft can have a huge detrimental impact on profits.</p>	
	<p>RESOLVED: The report was noted.</p>	
12C	<p>FORCE THEMATIC REPORT - DRUGS</p> <p>The Chief Constable provided an overview of the report on drugs, highlighting the difficulties in policing this complex area of crime.</p> <p>The Commissioner agreed that this indeed was a complex area and suggested that mature discussions should take place at national level about whether drugs should be de-criminalised, legalised or not, and the Commissioner accepted that there were strong arguments for and against and stated that much research and discussion should be held to agree on a way forward in battle against drugs</p> <p>The Chief Constable presented the paper and pointed out the massive harms caused by legal drugs readily available (tobacco and alcohol) and also the continued development of ‘legal highs’ – synthetic drugs produced that were not covered by the Misuse of Drugs Act. He made the point that as much if not more harm was done by substances not prohibited by legislation as against those outlawed by the Act. He agreed that there needed to be a more mature debate and the responsibility was not just for the police. Effective action required strong intelligence, enforcement, prevention, education and the provision of support and treatment services.</p>	

	<p>The Commissioner highlighted the important work of SPODA in Chesterfield which provides information about drugs, what they look like, what to expect and the effects each drug might have on a person. The Commissioner stated that this initiative takes a realistic approach which in no way encourages people to take drugs, but informs people should they choose to do so.</p> <p>The same data was noted in paragraphs 2.8 and 2.12. Paragraph 2.8 was amended to show that 23 subjects (not 22) were charged and convicted at court and a total of 22 (not 45) years' imprisonment had been handed down. The following sentence should also be removed 'Of those 22 subjects, 12 were key members of an OCG. The OCG has been significantly disrupted'.</p>	
	<p>RESOLVED: The report was noted.</p>	
14A	<p>FINANCE BRIEFING – PERIOD 6 The Force Finance Director advised the Commissioner that the Constabulary remains in a sound position, within budget.</p>	
	<p>RESOLVED: The current financial position of the Derbyshire Police as set out in the Finance Briefing document was noted.</p>	
14B	<p>UPDATE ON TREASURY MANAGEMENT & PRUDENTIAL INDICATORS 2013/14 The report contained information on the Treasury Management performance in accordance with the CIPFA Code of Practice and also provided information on the monitoring of the Prudential Indicators. Treasury management remains an issue with continuing low interest rates and the focus remains on security rather than return.</p>	
	<p>RESOLVED: The report was noted.</p>	

15A	DECISIONS TAKEN BUT NOT YET REPORTED TO THE STRATEGIC GOVERNANCE BOARD Two decisions had been taken outside of the Strategic Governance Board meeting, detailed within the report.	
	The report was noted.	

REVIEW OF ACTIONS

Decision No.	Agenda Item	Report Title and Action Required	Responsible Officer	Progress
STRATEGIC GOVERNANCE BOARD – 24 JUNE 2013				
	13F	USE OF RESTORATIVE JUSTICE IN DERBYSHIRE CONSTABULARY An Annual Report on Restorative Justice to be presented to the Board in May/June	ACC Collins	Due May/June 2014
STRATEGIC GOVERNANCE BOARD – 22 JULY 2013				
	13A	RAPE SCRUTINY PANEL – REPORT BY THE CHAIR OF THE RAPE SCRUTINY PANEL The Chair of the Rape Scrutiny Panel to report to the SGB after every 3 rd meeting of the panel	OPCC	On this agenda.
STRATEGIC GOVERNANCE BOARD – 16 SEPTEMBER 2013				
	12A	CHIEF CONSTABLE’S SCORECARD A detailed report on Rape and Sexual Offences be prepared for a future meeting of the Board	Constabulary	For next report due in April 2014
	12B	ALCOHOL RELATED HARM To explore further the issue of consistent alcohol related crime recording	Constabulary	To be agreed
	12C	KILLED OR SERIOUSLY INJURED ROAD COLLISIONS Analysis on the Fatal Four to be incorporated in future KSI Reports.	Constabulary	For next report due in July 2014
	12D	CONTACT MANAGEMENT CENTRE (CCMC) UPDATE A further CCMC update report to be presented to the Board in December to include an update on staff reviews	Constabulary	On this agenda.

STRATEGIC GOVERNANCE BOARD – 14 OCTOBER 2013				
	4A	MINUTES/DIGEST OF DECISIONS Review the effectiveness of continuing with alternative venue Board meetings.	All	On this agenda.
	12A	CHIEF CONSTABLE'S SCORECARD To include a thematic report on the reporting cycle for an update on helicopter usage deployments.	OPCC	Agree on the reporting cycle and frequency of reports
	12A	DPCC Dhindsa to accompany a Special whilst on duty	ACC Collins	Being progressed
	12B	POCA FINANCIAL INVESTIGATION PCC/DPCC to make representation to increase the allocations of confiscated monies for Police Forces.	PCC/DPCC	Ongoing
	12C	DOMESTIC VIOLENCE To include within the next DV report due in April, progress on MARAC review recommendations.	Constabulary	Due April 2014
STRATEGIC GOVERNANCE BOARD 11 NOVEMBER 2013				
	7Ai	HAVE YOUR SAY RESULTS 2013 To reflect public opinion captured in the Have Your Say Questionnaire and the subsequent Force Risk and Threat Seminar, this information will be fed through to inform the review of the Police and Crime Plan.	OPCC	To be progressed.
	7Aii	Agree on the re-branding for HYS 2014	OPCC	Verbal update for December SGB

	12A	CHIEF CONTABLE'S SCORECARD To enable the Commissioner to monitor progress within the CCMC, an additional column to show the previous month's data was requested.	ACC Collins	Included
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Strategic Governance Board 4 Month Forward Plan		
Date of Meeting	Finance	Performance and Other Issues
9-Dec-13	<p>Finance (Period 7) & Resources</p> <p>PCC & Force - Review of Reserves and Reserves Strategy 2013-2017 (II) PCC & Force - Medium Term Financial Plan (MTFP) 2013-2017 (II) PCC & Force - Revised Revenue Budget 2013/14 PCC & Force - Approve the Budget Strategy 2013-2016 as basis for financial planning a risk based budget: joint report of the PCC CFO & CC CFO Capital Budget 2013-16 PCC & Force - Approve a four year Capital Strategy Force - monitor capital programme delivery and expenditure against budget Force - estates update setting out progress on key capital schemes Force - Information Services (IS) Quarterly Update PCC - Report funding decisions (if any)</p>	<p>Chief Constable's scorecards Force Thematic Report – Anti-social Behaviour Force – Quarterly Project Board Update Force – Contact Management Centre – Update Report Revised Draft Code of Practice for Victims of Crime PCC – Rape Scrutiny Panel Report PCC – Community Engagement Plan</p>
27-Jan-14	<p>Finance (Period 8) & Resources</p> <p>*** Police and Crime Plan & Budget *** PCC & Force - Approve the Police and Crime Plan 2014-2018 PCC & Force - Approve the Budget Strategy 2014-2017 as basis for financial planning a risk based budget: joint report of the PCC CFO & CC CFO Capital Budget 2014-17 Revenue Budget and Precept 2014-15</p>	<p>Chief Constable's scorecards Force Thematic Report – Restorative Justice PCC & Partner Report – Restorative Justice Force Thematic Report – Hate Crime Force Thematic Report – Stop & Search Force Report - Professional Standards PCC - ICV/Animal welfare stats & findings & any current</p>

Strategic Governance Board 4 Month Forward Plan		
Date of Meeting	Finance	Performance and Other Issues
	<p>PCC & Force - Approve Prudential Indicators, Minimum Revenue Provision, Treasury Management and Investment Strategy</p> <p>Force - monitor capital programme delivery and expenditure against budget</p> <p>Force - estates update setting out progress on key capital schemes</p> <p>Force - monitor and report revenue spend against profiled budget including a predictive out-turn position and explanations of major variances</p> <p>Force - Estates Services and PFI Financing Quarterly Update</p> <p>PCC - Report funding decision (if any)</p>	<p>issues</p> <p>PCC - FOI report</p> <p>JARAC minutes</p>
17-Feb-14	<p>Finance (Period 9)</p> <p>Force - monitor capital programme delivery and expenditure against budget</p> <p>Force - estates update setting out progress on key capital schemes</p> <p>Force - monitor and report revenue spend against profiled budget including a predictive out-turn position and explanations of major variances</p> <p>Force - Procurement and Contracts Quarterly Update</p> <p>Force - Private Finance Initiative (PFI) Quarterly Update</p> <p>PCC - Report funding decisions (if any)</p>	<p>Force Thematic Report – Acquisitive Crime & Offender Management</p> <p>PCC & Partnership Report – Re-offending</p> <p>Force – Health & Safety Report (Sep-Dec)</p>

Strategic Governance Board 4 Month Forward Plan		
Date of Meeting	Finance	Performance and Other Issues
17 March 2014	<p>Finance (Period 10)</p> <p>Finance (Period 10) & Resources Force - monitor and report revenue spend against profiled budget including a predictive out-turn position and explanations of major variances Force - monitor capital programme delivery and expenditure against budget Force - estates update setting out progress on key capital schemes Force - Estates Services and Private Finance Initiative Update PCC - Report funding decisions (if any)</p>	<p>Force - Contact Management Force - Confidence and Satisfaction Force - Quarterly Project Board Update</p>

STRATEGIC GOVERNANCE BOARD
9TH DECEMBER 2013
REPORT OF THE CHIEF EXECUTIVE

7A: STRATEGIC GOVERNANCE BOARD: CONNECTING WITH THE PUBLIC

1. PURPOSE OF THE REPORT

- 1.1 To outline plans on news ways of engaging with the Public and increasing engagement through the Strategic Governance Board process.

2. BACKGROUND

- 2.1 The Police and Crime Commissioner (PCC) developed the Strategic Governance Board (SGB) as a monthly meeting where key decisions were taken and the PCC could discharge his responsibilities to hold the Chief Constable to account for performance in public.
- 2.2 The meetings are attended by the PCC, his Deputy, Chief Executive, Treasurer and a two of his officers. The Chief Constable, his senior officer team and the Head of Corporate Services attend. There are also representatives from the PCC's and Force's Media teams.
- 2.3 In order to reflect the whole of the local policing area for which the PCC is responsible, the meetings were held alternately at headquarters in Ripley and around the County/City.
- 2.4 The hope was that by holding meetings around the county those who were unable to attend meetings in Ripley would be able to attend a meeting closer to them.
- 2.5 Press releases were made prior to a meeting being held in a town in order to inform people that the meeting was scheduled.
- 2.6 A key feature of the meeting was a half an hour open session at the start of the meeting where the Public were able to ask any questions of the PCC or Chief Constable and raise and issues/concerns that they had. (It is worth

noting that specific cases were not able to be discussed but there was followed up outside of the meeting by senior representatives from the Force.)

- 2.7 Whilst some members of the public took the opportunity to attend unfortunately levels of interest in attending the meetings was very low.
- 2.8 The aspiration of high public interest would have validated the cost of officer time and travel across the County/City. However, due to the low attendance it has been suggested that all future meetings should be held at Headquarters to ensure that unnecessary costs were not being incurred when the whole of the senior teams of the PCC and Chief Constable were travelling to different venues..

3. WAY FORWARD

- 3.1 The PCC is keen to ensure that his decision making is as transparent as possible and wants to maintain the open access that the SGB process had allowed i.e. the 'Ask the PCC/Chief' session at the start of the meeting. Therefore all meetings will continue to be held in public to enhance open access.
- 3.2 Discussions about the use of social media have taken place between the PCC's office and the Force and a pilot has been suggested where there will be an online 'surgery' held at the start of the meeting so that people are able to ask questions of the PCC or Chief even if they are unable to attend the meeting.
- 3.3 This surgery will run alongside the Ask the PCC/Chief session so any members of the public who do attend the meeting will still have the opportunity to ask their questions.
- 3.4 Members of the public are also invited to submit questions that can be asked on their behalf at the meeting. These should be submitted to the Chief Executive by 5pm on the Friday preceding an SGB.
- 3.5 The meeting will also be 'Tweeted' as it happens, again allowing people to follow the meeting if they are able to attend.

- 3.6 The PCC has made it clear that if there are opportunities to hold the meetings in other areas of the County/City this should be encouraged. With this in mind the suggestion has been made that the meeting could be held outside of headquarters if the PCC is invited by an existing group who offer to 'host' the SGB. (In order to maintain continuity it should be noted that meetings will continue to be held on Mondays at 2.00pm.) This would ensure that there are members of the public at the meeting and will hopefully foster healthy debate at the start of the meeting during the Ask the PCC/Chief session.

4. **RECOMMENDATIONS**

- i An online surgery is developed at the start of the SGB to allow the public to ask questions of the PCC or Chief Constable if they are unable to attend the SGB in person. The surgery should be piloted for 6 months and its effectiveness as an engagement tool assessed at the end of the pilot.

- ii That pre-submitted questions will be able to be taken at the start of the meeting. Any such questions should be sent to the Chief Executive either by post or by email to david.peet.16406@derbyshire.pnn.police.uk.

- ii That an offer is made to existing community groups, local authorities and other interested parties that the SGB could be held with them locally if there is local interest.

5. **IMPLICATIONS**

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime & Disorder	X		
Environmental	X		
Equality & Diversity	X		
Financial	X		
Health & Safety	X		
Human Rights	X		
Legal	X		
Personnel	X		

Contact details in the event of enquiries	Name: David Peet External telephone number: 0300 122 6021 Email address: david.peet.16406@derbyshire.pnn.police.uk
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BACKGROUND PAPERS

1. None.

STRATEGIC GOVERNANCE BOARD
9 NOVEMBER 2013
REPORT OF THE CHIEF EXECUTIVE

7B: THE LIVING WAGE

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to agree an approach for:-
- a) Including a Living Wage condition in future procurement contracts and
 - b) Next steps in implementing the Public Services (Social Value) Act 2012

2. INFORMATION AND ANALYSIS: LIVING WAGE

- 2.1 The modern UK Living Wage Campaign was launched by members of London Citizens in 2001. In 2005, following a series of successful Living Wage campaigns and growing interest from employers, the Greater London Authority established the Living Wage Unit to calculate the London Living Wage. In 2011, Citizens UK brought together grass roots campaigners and leading employers from across the UK to agree a standard model, calculated by the Centre for Research in Social Policy (CRSP), for setting the UK Living Wage outside of London.
- 2.2 Employers can voluntarily choose to pay their employees a Living Wage and many public and private companies now do so and receive accreditation from the Living Wage Foundation.
- 2.3 At the time of writing, of the 442 organisations accredited by the Living Wage Foundation, 40% were private sector, 40% were third sector and 20% were public sector. Adoption of a Living Wage policy transcends politics as a moral issue; supported by the Mayor of London Boris Johnson, the leader of the opposition, major companies such as Aviva, KPMG and Barclays Bank, and from the third sector, the Joseph Rowntree Foundation.

- 2.4 Adoption of the Living Wage is a voluntary process which is aimed at providing employees and associated contract workers with a rate of pay that enables them to support themselves and their families.
- 2.5 The current statutory minimum wage in the UK is £6.31 per hour, by contrast the London Living Wage is currently £8.80 per hour and for those outside London the current Living Wage is £7.65 per hour. The rates are set annually and independently and are calculated according to the basic cost of living in the UK.
- 2.6 Derbyshire Constabulary and the Police and Crime Commissioner are already Living Wage employers in respect of staff and police officers. A further consideration is now whether, during a procurement process, there is a requirement for contractors to pay a UK Living Wage to their staff if successful, and whether this would infringe EU procurement law/Public Contracts Regulations 2006.
- 2.12 Where social considerations, such as paying employees the Living Wage, are used as award criteria, they must:
- Be relevant and linked to the subject matter of the contract;
 - Be proportionate to the needs of the contracting authority and not discriminatory;
 - Be reasonably specific and expressly mentioned in the OJEU notice and tender documents;
 - Be effective enough to enable identification of the most economically advantageous tender;
 - Not confer an unrestricted freedom of choice.
- 2.13 Where social considerations are incorporated as contract conditions (rather than used as award criteria), they must be:
- Non-discriminatory;
 - Indicated in the OJEU notice or tender documents;

- True contract conditions and not disguised as selection or award criteria – Tenderers' ability to comply with the conditions should not be assessed as part of the selection or award stage, but tenderers must undertake to comply with the conditions if they are successful in being appointed.
- 2.14 In certain circumstances the payment of a Living Wage to workers employed by a contractor may be viewed as improving the social and economic wellbeing of an area and so the Living Wage is likely to be a relevant consideration under the Act, where it is relevant to the contract being procured and where the action (imposition of the Living Wage) is proportionate.
- 2.15 As an advocate of the of the Living Wage within future public contracts the Commissioner sees the advantages of increased spending power benefiting the local economy as well as the increased productivity resulting from increased morale and reduced absenteeism and staff turnover.
- 2.16 There may be cost implications of introducing a Living Wage condition to procurement contracts, especially in the current economic climate. It should be noted that the Federation of Small Businesses has expressed concern there may be an impact on some SMEs where wages represent a high proportion of their cost base.
- 2.17 A rough estimation of the potential increased cost on a low wage (typically) contract currently providing a service to the Constabulary would be about £35k a year should Derbyshire Police introduce the Living Wage for relevant contracts.
- 2.19 This policy would apply directly to Derbyshire let contracts and by negotiation for regional or national basis contracts.

National Guidance: Public Services (Social Value) Act 2012

- 2.20 The Public Services (Social Value) Act 2012 ('the Act') became effective on 31 January 2013. The Act makes it a statutory requirement for public authorities (including Police Forces) to have regard to economic, social and environmental wellbeing in connection with public services contracts and framework agreements.
- 2.21 More specifically public authorities are required to consider:
- How what is proposed to be procured may improve the economic, social and environmental wellbeing of the relevant area (i.e. the area consisting of the area or areas of the one or more authorities on whose behalf a public services contract is, or contracts based on a framework agreement are, intended to be made); and
 - How the contracting authority may act with a view to securing that improvement in conducting the process of procurement.
- 2.22 When considering these matters the Commissioner must consider only matters that are relevant to what is proposed to be procured and in doing so the extent to which it is appropriate in all the circumstances to take those matters into account.
- 2.23 Furthermore, the Commissioner must consider whether to undertake any consultation as to the matters that must be considered as listed above. The Commissioner is not obliged to carry out consultation but must at least consider whether it is appropriate to do so.
- 2.24 The Act only applies to services contracts which are caught by the Public Contracts Regulations 2006, i.e. public services contracts and framework agreements (including Part B services, as well as goods and works contracts procured in combination with services) above the EU total contract value threshold of £173,934.

2.25 It is noted that as part of its Process Project, the East Midlands Strategic Commercial Unit (EMSCU) is currently developing a number of policies, procedures and guidance notes that promote the consideration of economic, social and environmental wellbeing as part of the procurement process. For example, a Small & Medium Enterprises (SME) Policy was recently approved at the EMSCU Programme Board and procurement policies/guidance are scheduled to be produced covering Equality & Diversity and the Environment.

Next step

2.26 As a next step, it is proposed that further consideration be given as to how Derbyshire police might implement the Act. This will be done by

- Being clear on the values of the Commissioner and the Police Force – what are their key social values and those of its stakeholders. Ensuring the values are in line with the corporate strategy and culture. If appropriate, engage consultation with key stakeholders and the third sector;
- Document the relevant social values and how they will be considered in practice;
- Review the PCC's standing orders, contract procedure rules and/or procurement policies so that reference is made to the duty and commissioners understand the core social values;
- Review and update any standard impact forms or processes used in commissioning services so that the duty under the Act is flagged and appropriate action recorded;
- Review and update any standard form reports used for the political leadership/senior managers so that reference to the Act is made and is shown to be considered;
- Consider training the relevant staff within the Police Force/OPCC – the aim of the Act is to embed culture change in the approach to commissioning services. Such training would show the Police Force's/OPCC's commitment to the new duty and how that duty fits in with the overarching EU procurement obligations.

Living Wage

- 2.27 EU procurement law/Public Contracts Regulations 2006, requires contracting arrangements to be relevant and proportionate. It is advised that:-
- In complying with the Social Value Act, pre-procurement consideration is given as to whether the Living Wage:
 - Is a relevant and proportionate matter (award criteria) for the contract in question; or
 - Should be included as a contract performance condition;
 - A Living Wage contract condition must be relevant and proportionate in respect of the contract being tendered and should not seek to go beyond those employees engaged on the contract;
 - The Commissioner will need to ensure transparency about the fact that it has a Living Wage performance condition by making this clear on the face of the OJEU notice and/or the tender documents. Ideally, specific reference should be made to the condition in the OJEU notice.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Strategic Governance Board:
- (a) Notes that the Derbyshire Constabulary and the Commissioner for Derbyshire are already Living Wage employers
 - (b) Acting in line with the requirements of the Social Value Act, going forward, as part of the wider consideration as to the relevant 'social value' that could be gained through a proposed contract, consideration is given on a case by case basis as to whether the Living Wage should be included within the contract, either as an award criteria or a contract condition;
 - (c) Document the Police and Crime Commissioner and Derbyshire Constabulary's key social values, based on the needs of the area and the views of stakeholders/partner agencies (so allowing EMSCU Customer Services to develop guidance/toolkits/training on how such social values must be considered both pre-procurement and during the procurement process);

- (d) Review and update any standard form reports used for the political leadership/senior managers so that reference to the Act is made and is shown to be considered;
- 3.2 Subject to recommendation 3.1 that EMSCU Customer Services develop guidance/training material that facilitates their implementation.

Legal perspective

- 3.3 East Midlands Legal Services confirm the Act places a requirement on each Commissioner to consider the economic, environmental and social benefits of their approaches to procurement before the process starts. Each contracting authority also has to consider whether they should consult on these issues.
- 3.4 Further in respect of the inclusion of a Living Wage condition – consideration should be made on a case by case basis in accordance with paragraph 2.27 above.

4. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime & Disorder	X		
Environmental	X		
Equality & Diversity	X		
Financial	X		
Health & Safety	X		
Human Rights	X		
Legal	X		
Personnel	X		

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STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
REPORT OF THE CHIEF CONSTABLE

10A REVISED BUDGET, FINANCIAL PROJECTIONS UPDATE AND FEES AND CHARGES

1. PURPOSE OF THE REPORT

1.1 To present the: -

- Revised Budget position for 2013/14
- An update for the financial projections for 2014/20
- Review of the Budget and Reserves Strategy for 2014/20
- Approve the fees and charges with effect from November 2013

2. INFORMATION AND ANALYSIS

Revised Budget Position 2013/14

2.1 The proposed revised budget for 2013/14 set out in Appendix A to this report is the outcome of a comprehensive assessment of the expected financial position for the year to 31 March 2014.

2.2 During the course of the financial year several adjustments have been made to the original approved budget including:

- A technical adjustment of £0.555m to reflect the fact that the EM HR Service Centre will not now be implemented this year. The staff budget is thus returned to the force's HR Department
- Allocations of £0.232m from the Carry Forwards reserve to pay for approved items – principally these are revenue contributions to the Capital Programme
- Movements from the Police Officer pay budget to the Police Staff pay budget to reflect a number of 'Workforce Modernisations' approved during the year.
- Negative part year inflation in the year to date – mainly because of the PFI Unitary Fee for St Mary's Wharf being lower than was expected

The net budget for the year remains at £168,191,413

2.3 The overall projected position is that the revenue budget will achieve a total underspending of £2.043m for the year. This amount would be available to be added to reserves. However the position provides an opportunity for the force to meet its share of the purchase of a regional property without calling on existing reserves. Derbyshire's share of the purchase cost is £1,682,103. The proposed revised budget therefore includes an additional Revenue Contribution to Capital Outlay of £1.682m. The consequent contribution to reserves from the revenue underspend is reduced to £0.361m

2.4 Details of how the underspend is made up is contained in paragraphs 2.5 to 2.14 below

2.5 Police Officer Pay and On-costs – £1.272m underspend

It is now expected that in excess of 100 officers will leave the force during the year, which is considerably more than was forecast when the budget was set. This wastage will only be partially offset by new recruits. The number of secondments to external bodies has also increased during the year.

2.6 Police Staff Pay and On-costs – £0.053m underspend

This is mainly due to PCSO wastage, some of those leaving have now become police officers.

2.7 Police Officer Pensions – £0.759m overspend

This budget has been increased to cover the cost of 8 additional officers retiring on the grounds of ill health during the year. 14 such retirements are now expected to occur in total. This figure can fluctuate from year to year depending on the number of applications that are made and more importantly whether they meet the strict criteria.

2.8 Supplies and Services – £0.188m underspend

£0.090m of this underspend is against the provision for revenue costs expected to arise from the implementation of the Capital Programme. Some of these costs have been avoided or are now deferred to future years. A further £0.072m of the underspend relates to lower than expected contributions to national policing services being required.

2.9 Price Contingency – £0.832m underspend

No inflationary pressures have occurred which have not been absorbed within existing budgets, meaning there is no need to allocate this contingency further.

2.10 Specific Government Grants – £0.145m underspend

This is the force's share of Council Tax Transition Grant which was awarded where billing authorities opted to provide some protection to council tax benefit recipients who now have to meet some of their own Council Tax liability.

2.11 General Income – £0.116m overspend

There have been fewer occasions in this year compared to previous years where the force has needed to recover costs from other bodies.

2.12 Treasury Management Income – £0.110m overspend

Returns on invested cash balances have diminished even further this year. This is partly the result of a very cautious approach when deciding which organisations to invest with.

2.13 Contributions to East Midlands Collaboration – £0.369m underspend

Whilst the force's cash contributions to the various collaborations are expected to be broadly in line with the budget, the number of 'in-kind' officers attached to EM SOC and EM Major Crime are lower than budgeted for. In the case of EM SOC this is a common situation across the region as forces attempt to balance regional and local demands.

2.14 Contributions to National Policing – £0.137m underspend

Under Mutual Aid agreements the force has recovered costs, including Police Officer duty time, in relation to the policing of the G8 Summit and the Orange Parades in Northern Ireland, the search for April Jones in North Wales and various political marches across the country.

Update for the Financial Projections for 2014/20

2.15 In the current and unsettled financial environment it is essential to keep up to date with the developments that may impact on the future financial position of both the Constabulary and the Commissioner.

2.15 The spending review published in the summer signalled that the police service will face further cash reductions in its grant-funding of -3.3% and -3.2% in 2014/15 and 2015/16 respectively. It is currently assumed that these reductions will be applied uniformly to each force but confirmation is awaited on this.

2.16 An even greater level of uncertainty exists around the extent and period of any further austerity measures beyond these years, but the best indications are that the trajectory of funding will continue to be downward at least until 2019/20.

2.17 The contents of the Chancellor's Autumn Statement, published on 5 December, gave some indication on this, but the specific details on 2014/16 will not be available until end of December 2013.

2.18 The Spending Review did contain the announcement of the government's intention to offer further incentives to freeze council tax levels for next year and the year after. If an Authority or PCC freezes its Council Tax in 2014/15 it will receive a grant equivalent to a 1% increase in both 2014/15 and 2015/16. If a further freeze was to be implemented in 2015/16 as well, then a further

grant would be received in that year, again equivalent to a 1% increase in Council Tax.

- 2.19 Where the freeze grant is not taken a maximum council tax/precept increase will be allowed. An increase over this threshold will trigger a local referendum. This level has been modelled at 2%, as indicated by the Spending Review, but again this will be confirmed as part of the Settlement. .
- 2.20 It is worthy of note that both increases above are below the 2.5% increase in council tax that the Office for Budget Responsibility factored into the Government spending plans when the Austerity measures were first introduced in the autumn of 2010.
- 2.21 The table below shows the overall deficits which will arise from either taking the Council Tax Freeze Grant or increasing the precept by 2%. Accepting the freeze grant in both the next two years would mean the force having £2m less funding each year by 2016/17. By 2019/20 the cumulative total of lost funding would be £9.9m.

Projected Deficit	2014/15 £000's	2015/16 £000's	2016/17 £000's	By 2019/20 £000's
Council Tax Freeze Grant	710	5,618	13,239	23,114
Police Precept Increase (2%)	224	4,620	11,215	20,931
Reduction in Precept Income	486	998	2,024	2,183
Cumulative Reduction	486	1,484	3,508	9,899

- 2.22 The detailed medium-term budget projections based on precept increases of 2% are set out in Appendix B to this report. They also incorporate the following known/planned changes and revised assumptions:

- **Police Officer Increment re-commencement** – pending detailed guidance, it is assumed that every officer subject to the current freeze will get an increment from 1 April next year.
- **Price Inflation** – to a greater extent than previously, some price increases in 2014/15 will need to be absorbed within existing budget levels. The impact of this will depend on the levels of inflation going forward
- **Implementation of IPCC changes** – the projections provide for a £0.500m top-slice being made from the constabulary's grant funding towards the financing of these changes.
- **Ending of National Insurance rebate** – under national pension reforms the public sector will face increased NI contributions from 1 April 2016 equivalent to 3.4% of pay costs. This will fund the new national minimum state pension.

- 2.23 Overall the projections indicate that Derbyshire Police will be able to set a balanced budget in 2014/15 and could meet projected deficits over the following two years by the temporary use of reserves.
- 2.24 This will enable the Commissioner to consider the continuation of existing plans to maintain police officer levels and allow proposals from the Moving Forward Programme to be considered and implemented in a measured way. This is provided that the upcoming grant settlement is in line with existing projections which remains a clear risk at this stage.

Budget and Reserves Strategy for 2014/20

- 2.25 The proposed budget strategy for 2014/20 set out at Appendix C is an important document that provides a framework for addressing the ongoing financial challenge faced by the Constabulary and the Commissioner.
- 2.26 The key aim of the strategy is to enable the Constabulary and the Commissioner to achieve stable and sustainable finances that are directed at meeting the policing risks within the county as set out within the Police and Crime Plan. This aim is made all the more difficult because of the current economic climate. Over the past three years the long term view has been to focus on building up reserves to cushion the effects of the reductions in grant funding and the freeze on Council Tax increases.
- 2.27 The responsible use of reserves now plays a key role within this strategy to ensure that we are able to manage through a period of unprecedented austerity and considerable uncertainty.
- 2.28 There may well be a need to adjust the budget strategy following the Autumn Statement and Funding Announcement in December, in particular relating to the Chancellor's indication of an extended period of austerity.

Fees and Charges for 2013/14

- 2.29 In accordance with ACPO/APA guidance the charge rates for Fees for Common Items for 2013/14 have been updated. It is proposed that with effect from 1 November 2013 the updated charges are applied. The current and proposed charges are set out in Appendix D.
- 2.30 Special Services charges were updated in October 2010 using the costing methodology provided in the ACPO/ACA Guidance. Appendix D shows these charges updated for 2013/14.

3. RECOMMENDATIONS

- 3.1 The previous changes made to the budget are noted (paragraph 2.2)
- 3.2 An in principle decision is taken to transfer the forecast balance of the 2013/14 revenue budget to reserves at the year end. The final outturn yet to be determined (paragraph 2.3)

- 3.3 The forecast outturn position and variances are noted and any relevant actions are taken. (paragraphs 2.5 to 2.13)
- 3.4 The latest financial projection for 2014/20 is considered, with further updates to follow the financial settlement announced on 19 December.
- 3.5 The Budget and Reserves Strategy for 2014/20 is approved in principle, subject to any changes required post Finance Settlement.
- 3.6 Changes to Fees and Charges for 2013/14 onwards are approved.

4. IMPLICATIONS

	LOW	MEDIUM	HIGH
Crime & Disorder			x
Environmental	X		
Equality & Diversity	X		
Financial			x
Health & Safety	X		
Human Rights	X		
Legal	X		
Personnel		x	
Risk			x

The main risk within this report stems from the uncertainty around the funding settlement. The grant allocation for Derbyshire Police will not be known until late December 2013.

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ATTACHMENTS

- A Revised Budget position for 2013/14
- B Financial projections for 2014/20
- C Budget and Reserves Strategy for 2014/20
- D Fees and charges for 2013/14

2013/14 Revised Estimates by Major Budget Heading

APPENDIX A

Budget Heading	2013/14 Approved Estimates	Changes to Base Budgets	Adjusted Base Estimates	Allocation From C.Fwds	Budget including Carry-Fwds	Part Year Inflation	Revised Budget Adjustment	2013/14 Revised Budget
Office of the PCC	951,200	0	951,200	0	951,200	0	0	951,200
Budgets under control of the PCC	1,562,997	0	1,562,997	0	1,562,997	0	0	1,562,997
Police Officer Pay & On Costs	94,291,800	(90,600)	94,201,200	0	94,201,200	0	(1,272,000)	92,929,200
Police Staff Pay & On Costs	35,169,700	635,300	35,805,000	0	35,805,000	0	(53,300)	35,751,700
Other Employee Expenses	533,700	1,000	534,700	0	534,700	0	0	534,700
Police Pensions	2,194,000	0	2,194,000	0	2,194,000	0	758,900	2,952,900
Premises	8,757,000	100	8,757,100	0	8,757,100	(51,800)	9,800	8,715,100
Transport	3,779,200	(9,400)	3,769,800	0	3,769,800	(4,800)	0	3,765,000
Supplies & Services	11,935,600	18,300	11,953,900	1,000	11,954,900	1,200	(187,600)	11,768,500
Agency	1,244,900	0	1,244,900	0	1,244,900	0	0	1,244,900
Pay & Price Contingency	776,216	0	776,216	0	776,216	55,400	(831,616)	0
Debt Charges	954,600	0	954,600	0	954,600	0	(1,000)	953,600
Revenue Contribution to Capital	1,000,000	0	1,000,000	222,500	1,222,500	0	1,682,100	2,904,600
Government Grants	(2,734,800)	0	(2,734,800)	0	(2,734,800)	0	(145,000)	(2,879,800)
General Income	(3,008,800)	0	(3,008,800)	0	(3,008,800)	0	116,150	(2,892,650)
Interest Receipts	(400,000)	0	(400,000)	0	(400,000)	0	110,000	(290,000)
Contribution from Reserves	(451,000)	0	(451,000)	(232,000)	(683,000)	0	(38,400)	(721,400)
Core Budgets	156,556,313	554,700	157,111,013	(8,500)	157,102,513	0	148,034	157,250,547
BCU Funding	615,100	0	615,100	0	615,100	0	0	615,100
Contributions to East Mids Collaboration	10,431,700	(554,700)	9,877,000	0	9,877,000	0	(369,100)	9,507,900
Contributions to National Policing	23,700	0	23,700	0	23,700	0	(136,500)	(112,800)
Other Grants	35,000	0	35,000	0	35,000	0	29,800	64,800
Partnerships	496,500	0	496,500	8,500	505,000	0	0	505,000
Secondments	33,100	0	33,100	0	33,100	0	(33,100)	0
Total Before Contribution to Op Funding Reserve	168,191,413	0	168,191,413	0	168,191,413	0	(360,866)	167,830,547
Contribution to Operational Funding Reserve	0	0	0	0	0	0	360,866	360,866
Total Funding	168,191,413	0	168,191,413	0	168,191,413	0	0	168,191,413

POLICE & CRIME COMMISSIONER FOR DERBYSHIRE
Revenue Budget Projections to FY 2019/20 as at November 2013 (detail)

APPENDIX B TO
 AGENDA ITEM 10A
 STRATEGIC GOVERNANCE BOARD
 9 DECEMBER 2013

		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
BUDGET REQUIREMENT		notes	£m	£m	£m	£m	£m	£m
Previous Year's Budget Requirement			163.495	167.210	165.433	167.650	171.796	174.881
Pay & Price Increases								
1) Full Year Effect of Previous Year's Pay Award:-								
Police Officers	(1)	0.000	0.399	0.386	0.379	0.388	0.390	0.389
Police Staff	(1)	0.000	0.150	0.150	0.156	0.159	0.163	0.166
2) Provision for Current Year's Pay Award & Inflation:-								
Police Officers pay award	(1)	0.544	0.561	0.531	0.544	0.546	0.545	0.542
Police Staff pay award	(1)	0.205	0.210	0.218	0.223	0.228	0.233	0.237
Officer & Staff Increments	(2)	(.083)	1.854	1.450	1.450	1.450	1.450	1.450
Ending of NI rebate on Occupational Pension Schemes					3.367			
Specific Price Inflation			0.278					
General Inflation Contingency	(3)	0.053	(.476)	0.783	0.805	0.829	0.853	0.878
Previous Year plus Pay & Price increases			164.214	170.186	168.951	174.574	175.396	177.748
Other Items within previous MTFP position								
Police Commissioner			0.229					
2012/13 Moving Forward 3 savings			(.154)					
Police Officers - Savings from wastage	(4)		(3.583)	(5.513)	(3.661)	(4.451)	(5.394)	(5.759)
Police Officers - Cost of recruitment	(4)		2.156	2.044	2.412	2.595	2.861	3.361
Police Officers - Winsor costs (10% shift and callout)			1.290					
Police Officers - Winsor savings (CRTP's / BH Overtime)			(.159)	(.386)	(.255)	(.260)		
Police Officers - Number of Bank Holidays			(.377)	0.127	0.342	(.342)	0.114	(.228)
Police Officers - Rent / Housing Allowance eligibility			(.192)	(.385)	(.188)	(.274)	(.315)	(.384)
Police Officers - Secondments to NPAS			(.103)	(.151)				
Police Officers - Removal of operational Overtime Contgy				(.244)				
Police Officers/Staff - net saving from Workforce Mod				(.157)				
Police Staff - 2012/13 Precept posts (full year effect)			0.183					
Police Staff - Crime Support Strategic Business Review			0.145					
Police Staff - Apprenticeship Scheme			0.058	0.042				
Police Staff - Increased Vacancy Allowance			(.715)					
Police Staff - Enquiry Office Review			(.453)					
Police Staff - Contact Management savings			(.210)					
4 additional PCSO's			0.105					
Officer / Staff reductions - outside other savings			0.011	(.447)				
Police Officer/Staff pensions			0.057	0.085		1.009		
Maintenance work at force HQ			0.220	(.220)				
Property Rent and Rates			(.102)	(.068)				
Cleaning Contract			(.027)	(.016)				
Non-implementation of EM HR Service Centre				0.018				
Other changes in EM Collaboration			(.157)	(.230)				
Contribution to Criminal Justice Board				0.050				
NPIA / CoP - migration of central project costs			0.081	0.034				
Other subscriptions to national policing				(.035)				
NPAS - Non-staff savings				(.035)				
Asset Revaluation				0.050	(.050)			0.060
Microsoft Software Licences			0.202					
Ordnance Survey maps			(.060)					
Debt Charges			(.048)	(.038)	(.046)	(.046)	(.046)	(.046)
Revenue Contribution to Capital / Repairs & Mtce			1.000					

Revenue Consequences of Capital Expenditure		(.060)	0.033						
Specific Grants merged with Formula Funding	(5)	3.681	0.981						
Council Tax Transition Grant			(.145)	0.145					
HO Grant re Biomass boiler			(.050)						
Football and Other Cost Recovery Income		0.065	0.119						
Treasury Management income		0.010	0.120						
Contributions to Reserves - PFI / Helicopter / Insurance		(.009)	(.035)						
Review of formation budgets / BCU Fund Reduction		(.081)	(.308)						
Other Net Increases (Reductions)		(.007)	0.007						
GROSS EXPENDITURE		167.210	165.433	167.650	171.796	174.114	174.881	175.889	
FUNDING POSITION									
Settlement funding	(5)	110.125	106.940	103.518	99.791	96.298	92.928	90.140	
2011/12 Freeze Grant		1.354	1.354	1.354	1.354	1.354	1.354	1.354	
Council Tax Benefit Grant	(6)	7.323	7.323	7.323	7.323	7.323	7.323	7.323	
Central Funding		118.802	115.617	112.195	108.468	104.975	101.605	98.817	
Projected precept funding									
Previous year Council Tax Funding		54.533	48.408	49.592	50.835	52.113	53.423	54.765	
Change in tax base - annual growth	(6)		0.242	0.248	0.254	0.261	0.267	0.274	
Change in tax base - localisation of Council Tax Benefit	(6)	(6.994)							
Change in Collection A/c Surplus / (Deficit)		(.061)	(.031)	0.000	0.000	0.000	0.000	0.000	
Increase in Council Tax	(7)	0.930	0.973	0.995	1.024	1.049	1.075	1.102	
Precept Funding		48.408	49.592	50.835	52.113	53.423	54.765	56.141	
TOTAL PROJECTED FUNDING		167.210	165.209	163.030	160.581	158.398	156.370	154.958	
Budget Deficit		(.000)	0.224	4.620	11.215	15.716	18.511	20.931	
Cumulative		0.000	0.224	4.844	16.059	31.776	50.286	71.218	
Useable Reserves at start of year		19.282	19.643	19.420	14.799	3.584	(12.132)	(30.643)	
Revenue surplus / (deficits) per above		0.000	(.224)	(4.620)	(11.215)	(15.716)	(18.511)	(20.931)	
2013/14 Revenue Underspend		0.361							
Transfer from Capital Reserve									
Useable Reserves at end of year		19.643	19.420	14.799	3.584	(12.132)	(30.643)	(51.574)	

APPENDIX B TO
AGENDA ITEM 10A
STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013

Main assumptions

- 1) Pay awards for both officers and staff are 1% in all years, implemented in September of each year
- 2) Full 'scale progression' increments for police officers re-commence from April 2014 and continue throughout the period.. Increments for Police Staff continue as normal throughout the period. This is pending details on the abolition of 'automatic pay progression'
- 3) Non-pay inflation of 2.5% per annum is assumed throughout the period, except for premises utilities and vehicle fuel for which a rate of 5% per annum is assumed. For 2014/15 it is assumed that approximately half of this inflation will be contained within existing budgets
- 4) Police Officer wastage in each year is matched by an equivalent number of new recruits. There is a built-in 'understrength' from 2014/15 of 24 posts representing a typical level of abstractions arising from maternity/paternity leave and career breaks and the lag of recruitment behind wastage
Wastage is primarily estimated according to the number of officers reaching 30 years' service in each year, assuming a constant proportion of those who choose to remain in post
- 5) Formula grant in 2014/15 reduces by 3.3% compared to 2013/14, followed by a further reduction of 3.2% in 2015/16 - per figures for cash reductions in Police Service funding, provided by the Home Office in June 2013. It is also projected that the force loses a further £0.500m in 2014/15 towards central funding of the IPCC. Funding reductions in future years have been projected to that the overall reduction in the 4 year period 2015/19 is 16%, a similar reduction to that in the previous 4-year period (14.7%). It is assumed that the 2011/12 Freeze Grant will be made permanent
- 6) The taxbase increases by 0.5% per annum in all years
- 7) The PCC opts to increase the Council Tax by 2.0% in each year. This is the 'threshold' level announced for 2014/15

Budget and Reserves Strategy

Budget Setting

1. The Budget Strategy sets out how the Commissioner in conjunction with the Chief Constable achieves stable and sustainable finances that are directed at meeting the top policing risks within our county.
2. Reserves play a key role within this strategy to ensure that we are able to manage through a period of unprecedented austerity and considerable uncertainty. They also provide funding to invest in efficiency improvements.
3. This strategy sets out below the principles that are followed to ensure stable and sustainable finances are achieved:-
 - Maintain a prudent level of balances in line with Audit Commission guidelines. This suggests that the Commissioner should retain a general reserve equivalent to at least 2% of the net revenue budget, this equates to £3.3m.
 - Ensure that an operational funding reserve is maintained to offset any shortfall in funding for at least 2 years. This will include the projected deficit resulting from any ongoing council tax freeze.
 - Seek opportunities to minimise the loss of police officers by providing medium term funding from reserves
 - Maintain a focus on continuous efficiency improvement with a culture of continual review and challenge of all aspects of spending as a way of generating additional resources for new and emerging policing risks.
 - Consider setting police precept increases at the maximum level permitted by Government excessiveness principles (previously Capping Criteria). If increases are considered and these are likely to exceed 2% a local referendum would be triggered.
 - Consider using reserves to fund capital projects. This will help reduce/avoid the long term revenue financing costs associated with prudential borrowing.
 - Investment income will continue to support the revenue budget.
 - Continue to support partners and agencies to develop and implement strategies to protect local communities from crime and to help people feel safe. Contributions towards funding will be considered, but only in exceptional circumstances will Derbyshire Police be the sole funding provider.
 - Maintain lobbying pressure for a fairer grant settlement for Derbyshire Police and to ensure that any contribution to the floor is minimised.
 - Keep the property portfolio under review to ensure that it is affordable and meets the long term needs of Derbyshire Police as well as creating opportunities to dispose of surplus landholdings.

A Risk Based Approach to Budget Setting

4. In 2008, Derbyshire Constabulary adopted a comprehensive risk based approach to setting the budget. This aligned the budget process with the strategic operational risks facing Derbyshire Constabulary. This was highlighted by Her Majesty's Inspectorate of Constabulary (HMIC) as notable practice within their national report on Protective Services "Get Smart – Planning to Protect".
5. During the autumn Derbyshire Constabulary undertook a major exercise to review its operational risks which is set out within the "Constabulary's Level Strategic Threat and Risk Assessment".
6. The purpose of the Strategic Risk Assessment was to identify those areas of greatest risk. Essentially a high risk area is where only limited resources had been allocated to address a substantial risk i.e. this creates a significant risk gap.
7. A key part of this work was to bring together the Commissioner, Key Partners and Senior Officers across the Constabulary to consider the key risks that are faced and how best to address them.

Strategic Risk Seminar (November 2013)

8. The Police and Crime Commissioner, chief and senior police officers, police staff and representatives from partner agencies meet to determine next year's priorities.
9. The strategic risk briefing presented an intelligence assessment outlining the eight areas which are seen as having the greatest impact on the county and city.
10. Delegates discuss all the recommendations within the assessment and suggested ways to improve them. The document will be used as a template to focus the efforts of the police and other agencies.
11. The priorities are: -
 - Safeguarding children
 - Drugs
 - Alcohol-related harm
 - Safeguarding adults
 - Domestic abuse
 - Acquisitive crime and offender management
 - Cyber crime
 - Organised crime groups
12. The delegates also considered the concept of taking action to improve the quality of life and reduce crime based on geographical areas. This would involve highlighting the areas within the city and county that need the highest amount support and policing. Resources would then be deployed appropriately to tackle the problems faced by the communities in those areas.

Impact of Failing to Address Risks

13. Failure to address the policing risk that Derbyshire Constabulary faces comes at a price. Failure to address the policing and financial risks adequately could have a damaging affect on public confidence. In terms of: -
- **Financial Impact** – if serious harm results through failure to address any of the risks identified above, this will have a significant financial consequence for Derbyshire Constabulary, with the investigation effort and resources needed to address it.
 - **Damage to service delivery** – apart from the financial impact, funding a major investigation will also take resources away from local policing.
 - **Inspection Performance** – with inspections focussed on serious and organised crime, failure to address risks in these areas will lead to a decline in the inspection performance of Derbyshire Constabulary.
 - **Damage to its reputation**
 - **Health and Safety** – The shooting at the Stockwell tube station and the subsequent conviction of the Metropolitan Police Service under Health and Safety legislation highlighted the considerable risk and level of responsibility for Police and Crime Commissioners and Constabularies to address known or anticipated risks.

Addressing the Risk Gap

14. Derbyshire Constabulary recognises that it would be unrealistic to close its entire risk gap in one year. Indeed the new financial reality makes this an even greater challenge.
15. Over the last four years Derbyshire Constabulary has delivered considerable budget reductions through such initiatives as the Moving Forward Programme. This clearly creates a considerable risk to service delivery. Whilst this risk has been managed effectively to date, as demonstrated by the continued reduction in crime levels across the county and the improvement in customer confidence, recent changes in crime levels clearly highlight the dangers from continued budget reductions.
16. The following table assesses the financial risks currently facing the Commissioner and the actions taken to address these risks.

	<i>Risk</i>	<i>Mitigation</i>
1	Further substantial loss of grant.	<p>An operational funding reserve and general reserve is maintained to cushion the impact of further grant losses.</p> <p>A further fundamental budget review would be undertaken if projections for the loss of grant were worse than expected.</p>
2	Reliance on investment income to fund base budget – volatility in interest rates may have a significant impact on income.	The budget is based on a significantly reduced level of investment income as interest rates remain low.
3	Revenue Funding – the Commissioner relies on specific grants to fund a significant share of its net revenue budget. In particular the Constabulary is the lead for the EMCTIU.	<p>The Constabulary is now less reliant on specific grants.</p> <p>The EMCTIU still presents a considerable risk which is mitigated by the fact that other East Midlands Constabularies are still responsible for the employment of police officers within the EMCTIU.</p>
4	Major Incidents – potential impact on police overtime of a number of major incidents.	Maintain reserves in accordance with the Reserves Strategy.
5	Reliance on use of reserves to fund the capital programme.	Disposal of surplus land and property helps to achieve some of the capital aspirations that are set out within the capital strategy.
6	Unforeseen spending items and inflationary pressures.	<p>Maintain reserves at a realistic level to ensure that they can sustain items of unforeseen spending.</p> <p>Monitor the level of provision set aside to cover inflationary pressures.</p> <p>Frequently update medium-term financial forecasts to provide a more realistic view of future spending commitments.</p> <p>Specific insurance reserve exists to cover insurance excess.</p>

Contribution from Reserves

17. Reserves will play an increasingly important role in helping to manage the medium to long term financial position. The level of reserves has grown temporarily due to progress made in delivering savings to close the funding gap. The level of reserves are likely to continue to grow until the end of the 2013/14, when they will then be needed to bridge further budget gaps that are projected in the Medium Term Financial Plan from 2015/16..
18. There is always the need to strike the right balance between holding money in reserve to protect against future risk against using that money to invest for the future.
19. There is a danger that an overly cautious approach can lead to delays in using reserves to address more immediate policing risks and service issues. The current level of reserves shows that in the short term there is sufficient cover to address new policing risk.
20. The tables that start at page 7 provide a breakdown of reserves that are currently held and the balance of the reserve as at 1 April 2013.
21. While reserves cushion the impact of unforeseen spending and known future commitments, they also result in money being held back from local taxpayers. It is therefore important to ensure reserves are maintained at an appropriate level.
22. To aid this process the Chartered Institute of Public Finance and Accountancy (CIPFA) has issued guidance setting out the factors that should be taken into account when assessing the level of reserves: -
 - Assumptions regarding inflation (eg police pay awards)
 - Estimates and timing of capital receipts (eg proceeds of land sales)
 - Management of demand-led pressures (eg major policing operations)
 - Achievement of savings (eg efficiency savings)
 - Risks inherent in any partnerships
 - Financial Standing
 - Track record in budget management
 - Capacity to manage in year budget pressures
 - Procedures in relation to under and over spends
 - Adequacy of insurance arrangements
23. The policy that has been followed in relation to reserves is set out in paragraph 3.
24. Underpinning all of this are the key financial risks that need to be considered to ensure that reserves are adequate in relation to these risks. Examples of how risk may increase the pressure on already constrained budgets is detailed in the table below:-

Unforeseen/Unpredictable Risk	£000's	Likelihood
Pay and Price Increases		
<i>Additional 1% increase: -</i>		
Police Pay	916	Low
Police Staff Pay	360	Low
Police Staff Pension Contribution	300	High
<i>Additional 10% increase: -</i>		
Fuel costs	136	High
Utilities costs	100	High
Capital Programme Risks		
10% increase in tender costs for 25% of the capital programme	162	Low
Policing Pressures		
Complex Murder Enquiry	1,000	Low
Medium Range Murder Enquiry	500	Medium
Major Policing Operation e.g. public order	500	Low
Partnership Funding		
10% loss of partnership funding	62	High
Loss of Specific Grant		
<i>Impact of loss: -</i>		
1% of general funding	1,069	High
10% of specific grant	1,142	Medium
Over-spending		
1% over-spend against budget	1,654	Medium

Reserve	Balance 1 April 2013 £000's	Description
Usable Earmarked Reserves (some flexibility to decide how the reserve is used, allocated and its overall level).		
Devolved Budget Commitments	3,608	This balance represents the underspendings on devolved budgets up to 2012/13 which have been earmarked to carry forward to meet commitments in 2013/14.
Operational Priorities Reserve	1,325	This balance has been accumulated to assist with urgent operational needs. As at 31 March 2013 £0.498m has been committed to identified areas, leaving £0.827m available to meet further priority issues.
Operational Funding Reserve	19,282	This reserve is to assist with the 'funding gap' in the revenue budget identified by the medium-term financial planning process.
Capital Reserve	5,819	This reserve was created from Constabulary underspendings and a transfer from the Operational Funding Reserve. The reserve is used to support the Constabulary's Capital Programme, the reserve is fully committed.
Helicopter Reserve	50	This represents Derbyshire's share of underspendings on the North Midlands Helicopter Support Unit. It will be needed to assist in paying off the outstanding debt relating to the helicopter purchase.
Pensions Reserve	500	This reserve is to meet any future pension liabilities accruing to the Constabulary from ill-health or injury-related retirements.
Invest to Save	924	This reserve has been created to fund investment in 'one-off' expenditure – for example new IT systems – which will then generate future ongoing savings by allowing more efficient work practices to be implemented.
PCC Reserve	1,000	This reserve is to enable the Police and Crime Commissioner to support initiatives run by voluntary and other external bodies which are designed to have an impact on crime and its effect on victims.

Reserve	Balance 1 April 2012 £000's	Description
Non-Usable Earmarked Reserves <i>(little or no flexibility to decide how the reserve is used).</i>		
PFI Reserve – Ilkeston	1,282	This reserve represents the difference in grants received and actual payments for Ilkeston PFI plus savings on the original station plus a contribution of £0.017m plus interest in the year. This reserve is to fund future PFI payments and enables the net costs to be spread evenly over the contract period.
PFI Reserve – Derby DHQ	4,253	This reserve represents the difference in grants received and actual payments for the Derby DHQ PFI, plus savings on the original Full Street headquarters, plus a contribution of £0.532m plus interest in the year. The reserve is to fund future PFI payments and enables the net costs to be spread evenly over the contract period.
Insurance Reserve	1,176	This reserve is for future insurance liabilities not covered by the provision. The insurance excess on liability claims increased in 2005/06 from £25,000 to £100,000 so the reserve could be used for any large claims. The level was been reduced by £1.430m in 2009/10 to reflect the recommendation of a review by external insurance advisors.
Helicopter Debt Charges Reserve	267	A loan of £457,000 was taken out in 2003/04 for the purchase of the helicopter. This is payable on maturity in April 2028. This reserve is to meet the cost of this loan in 2028 in order to equalise the debt charges to the North Midlands Helicopter Support Unit.
EMSOU Earmarked Reserve	196	This represents Derbyshire's share of EMSOU reserves these are to used for future capital purchases and asset replacement.
EMTSU Earmarked Reserves	40	This represents Derbyshire's share of EMTSU reserves. These are to be used for future capital purchases and asset replacement (£20,000) and revenue commitments falling in 2013/14 (£20,000).
EM Forensics Earmarked Reserves	38	This represents Derbyshire's share of EM Forensics reserves. These are to be used for future capital purchases and asset replacement (£5,000) and revenue commitments falling in 2013/14 (£33,000).

Fees and Charges wef 01/11/2013

Schedule of Fees and Charges	Current Charges	Charges wef 01/11/13 £
Accident Reports		
Copy of accident report (up to 30 pages)	86.00	88.60
Additional pages for same incident per page	3.70	3.80
Limited particulars (Road Traffic Act details)	30.60	31.50
Copy of self-reporting / minor accident form	30.60	31.50
Fatals - accident investigation report	369.50	380.60
Fatals - reconstruction video	73.70	75.90
Rough data (per page)	24.60	25.30
Copy of scale plan - other than in collision report	36.90	38.00
Copy of police vehicle examination report (unless provided as full extract, per page)	61.40	63.20
Copy of collision reconstruction report (unless provided as full extract)	61.40	63.20
Copy of collision reconstruction report (unless provided as full extract, per page, max £50)	3.70	3.80
Copies of photographs - from digital camera (per disk)		
A4 index sheet (digital)	18.10	18.60
Photographs (first photo)	24.60	25.30
Each subsequent photograph	2.70	2.80
Copies of statements other than in booklets		
per statement - up to 3 pages	31.60	32.50
Additional pages (per page)	3.70	3.80
Copy of witness statement (witness agrees to disclosure of personal details)	36.90	38.00
Copy of witness statement (witness not agreeing to disclosure of personal details)	49.10	50.60
Interview with police officer (per officer)	122.80	126.50
Request for a statement to be written by a police officer	122.80	126.50
Copy of PIC sheets (2nd copy)	24.60	25.30
Copy of Interview Record (only when prepared during investigative process)	49.10	50.60
Copies of video tapes (provision for CJS)	73.70	75.90
Copies of DVD's from Digital Video	73.70	75.90
Copies of audio tapes (provision for CJS)	30.60	31.50
Copies of CD's /DVD's	18.10	18.60
Cancellation charges		
If request is cancelled prior to search	Refund	Refund
If search is made prior to cancellation	30.60	31.50
If search is made and documents ready for dispatch	73.70	75.90
Abortive search	30.60	31.50
Fingerprinting fees		
One set	69.40	71.50
Additional sets thereafter (each)	34.70	35.70
Requests for Disclosure of Information		
Request for information (up to 2 hours work)	77.30	79.60
Hourly rate for work above 2 hours (including redaction)	25.80	26.60
Other Common items		
Crime Report	78.20	80.50
MG5	31.20	32.10
MG3	31.20	32.10

Schedule of Fees and Charges	Current Charges	Charges wef 01/11/13 £
Incident Log	31.70	32.20
PNC Convictions	31.20	32.10
Caution Certificate	20.80	21.40
Domestic Violence Report	46.90	48.30
Occurrence Summary	15.70	16.20
Custody Report	15.70	16.20
DPA 1998 - Section 7 Subject Access Request	10.00	10.00
DPA 1998 - Section 68 Health Records (Copy)	50.00	50.00
DPA 1998 - Section 68 Health Records (View)	10.00	10.00
DPA 1998 - Section 68 Health Records (View & then Copy)	50.00	50.00
Alarm URN Fees (Set by ACPO CPI)		
Alarm Registration (Intruder)	43.49	43.49
Alarm Registration (Panic Alarm)	43.49	43.49
Lone Worker Devices up to 10,000	52.55	52.55
Lone Worker Devices up to 10,001 - 50,000	78.82	78.82
Lone Worker Devices up to 50,001 and over	105.10	105.10
Certificates		
Firearms certificate issue	50.00	50.00
Firearms certificate renewal	40.00	40.00
Firearms certificate replacement	9.00	9.00
Shotgun certificate issue	50.00	50.00
Shotgun certificate renewal	40.00	40.00
Shotgun certificate replacement	8.00	8.00
Shotgun certificate (co-terminus with Firearms Certificate)	10.00	10.00
Visitors Permit (Single)	12.00	12.00
Visitors Permit (6+)	60.00	60.00
Home Office club approval	84.00	84.00
Registered firearms dealer issue	150.00	150.00
Registered firearms dealer replacement	150.00	150.00
Registered firearms dealer - Temporary Transfer In	12.00	12.00
Firearms Museum license	200.00	200.00
Aliens Certificates	34.00	34.00
Pedlars certificates	12.25	12.25
Special Service Charges		
Constable per hour	61.40	62.22
Sergeant	74.00	74.99
Inspector	76.60	77.63
Chief Inspector	79.80	80.87
Superintendent	99.90	101.24
Chief Superintendent	112.50	114.00
PCSO	41.60	43.55

Note

The above fees and charges exclude VAT.

Special Service Charges wef 1/11/12

Schedule of Fees and Charges	Current Charges £	Charges wef 01/11/13 £ (Calculated using ACPO/APA Guidance Methodolgy)
Special Service Charges		
Constable per hour	61.40	62.22
Sergeant	74.00	74.99
Inspector	76.60	77.63
Chief Inspector	79.80	80.87
Superintendent	99.90	101.24
Chief Superintendent	112.50	114.00
PCSO	41.60	43.55

Note

The above fees and charges exclude VAT.

STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
REPORT OF THE CHIEF CONSTABLE

10B REVISED CAPITAL PROGRAMME AND STRATEGY

1. PURPOSE OF THE REPORT

1.1 To present the: -

- Revised Capital Programme for 2013/14
- Review of the Capital Strategy for 2014/18.

2. INFORMATION AND ANALYSIS

Revised Capital Programme 2013/14

2.1 The Capital Programme for 2013/14 has been updated to reflect slippage, virements, variations and savings on schemes. The Revised Capital Programme is shown at Appendix A and is summarised below: -

Capital Programme	Approved Estimate 2013/14 £000s	Slippage to 2014/15 £000s	Other Changes £000s	Revised Estimate 2013/14 £000s
Purchase of Land and Buildings	0	0	1,682	1,682
Building Works	2,453	(543)	100	2,010
Vehicles and Equipment	1,620	(130)	0	1,490
IS Schemes	4,714	(1,068)	(900)	2,746
Invest to Save Schemes	424	(186)	18	256
EMCTIU	38	0	(38)	0
Total	9,249	(1,927)	862	8,184

2.2 The nature of the capital programme can lead to delays in incurring the expenditure. In order to aid early identification of these areas budget holders have been asked to identify schemes where expenditure is likely to be incurred in future years rather than the 2013/14 programme. This early information now allows for planned slippage from 2013/14 into future years as summarised in the table below:-

Capital Scheme	Slippage £000s	Slippage £000s
Building Works		
Cotton Lane Refurbishment	497	
Enquiry Office Branding	46	543
Vehicles and Equipment		
Equipment		130
IS Schemes		
Office Automation	250	
Server/Storage Upgrade	150	
Command and Control/ICCS	500	
Digital Interview Recording	153	
ANPR Back Office	15	1,068
Invest to Save Schemes		
Invest to Save		186
Total		1,927

2.3 A considerable amount of the slippage relates to IT. This is for two main reasons:-

- (i) The force has re-appraised the extent to which it wishes to take projects forward within the arena of collaboration. This review, and the consideration of alternatives, has taken time to implement
- (ii) The force only replaced equipment where it is necessary. In many cases it has delayed replacement to make sure that it gets full value from existing equipment.

2.4 Other changes to the Capital Programme brought about by a review of requirements are summarised below: -

Capital Scheme	£000s	£000s
New scheme/increase in budget		
Purchase of Regional Building	1,682	
Admin and Exec Block Refurbishment	100	
Regional HR Transaction Services	18	1,800
Virements		
		0
Savings		
		0
Schemes Removed		
EM Collaboration – IT project	(900)	
EMCTIU	(38)	(938)
Total		862

- The cost of purchasing the regional building (£1.682m) is 22.2% of the total purchase price of £7.577m which includes stamp duty at 4%.
- The expenditure on the Administration and Executive Block Refurbishment during the year relates to the design consultancy work which is underway.
- The project to implement a regional IT system for HR transactional services will now exceed its approved budget, mainly due to requests to the provider to implement 7 additional enhancements.

2.5 The effect the above changes have on the funding of the capital programme are summarised as follows: -

Capital Programme	Approved Funding 2013/14 £000s	Slippage £000s	Other Changes £000s	Revised Funding 2013/14 £000s
Grants and Contributions Brought Forward from Earlier Years	7,265	0	0	7,265
Capital Grant	1,440	0	0	1,440
Other Grant and Contributions	151	0	(38)	113
Reserves	2,697	(79)	0	2,618
Revenue Contributions	1,223	0	1,682	2,905
Capital Receipts	720	(720)	0	0
Total	13,496	(799)	1,644	14,341
Difference Between Expenditure and Available Funding	4,247	1,128	782	6,157

Capital Strategy 2014/18

- 2.6 The Local Government Act 2003 brought into effect the Prudential Code for Capital Finance in Local Authorities from 1 April 2004. The Prudential Code requires an Authority to have regard to Asset Management Planning and formulating a Capital Strategy.
- 2.7 The Capital Strategy provides a framework for future Capital Investment to help the Police and Crime Commissioner take a longer-term view of Capital Investment. It seeks to ensure that the considerable sums invested in projects are consistent with the Derbyshire Constabulary's needs and long term plans.
- 2.8 The proposed Capital Strategy is set out at Appendix B.
- 2.9 The Strategy focuses on the need to ensure that a robust approach is taken to adding new projects into the programme. This is especially important when Capital Resources are scarce. This means that there is an even greater onus to ensure that these limited resources are directed to schemes that are of the

highest priority and consistent with long term plans. It is equally important that these resources are effectively managed to control scheme costs.

2.10 The Capital Strategy seeks to ensure that a robust approach is taken to the development of the Capital programme by: -

- Ensuring a realistic estimate of the cost of new capital schemes which may include using external advisors.
- Providing an in-depth assessment of schemes prior to their inclusion within the capital programme.
- Updating scheme costs, where schemes have not been implemented within a year of their inclusion within the programme.

3. **RECOMMENDATIONS**

- 3.1 To approve the changes to the 2013/14 capital programme (paragraph 2.5)
- 3.2 To approve the capital slippage of £1.927m to 2014/15 (paragraph 2.2)
- 3.3 To note the latest forecast capital outturn position (paragraph 2.1)
- 3.4 To note the latest capital funding position for 2013/14 (paragraph 2.5).
- 3.5 The Capital Strategy for 2014/18 is approved.

4. **IMPLICATIONS**

	LOW	MEDIUM	HIGH
Crime & Disorder		X	
Environmental	X		
Equality & Diversity	X		
Financial		X	
Health & Safety	X		
Human Rights	X		
Legal	X		
Personnel	X		
Risk	X		

The financial implications centre around the funding of the capital programme. At this stage the revised programme is fully funded, although there will be considerable pressure on capital resources in future years.

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ATTACHMENTS

- Appendix A Revised Capital Programme for 2012/13
- Appendix B Capital Strategy for 2013/17

Capital Programme 2013/14	Approved Estimate £000s	Slippage to 2014/15 £000s	Other Changes £000s	Revised Estimate £000s
Purchase of Land & Buildings				
Purchase of Regional Building - Derbyshire share	0		1,682	1,682
Total Purchase of Land & Buildings	0	0	1,682	1,682
Building Works				
Capitalised Maintenance / Small Adaptations / Business Continuity	535			535
Legislative works(Asbestos,smoke detectors,legionella,DDA, M&Eng)	146			146
Police Premises Fund	16			16
Replacement of UPS Kit	94			94
HQ Heating - Biomass Boiler	456			456
B Division Heating	266			266
Admin & Exec Block Refurbishment	100		100	200
Cotton Lane Refurbishment	497	(497)		0
D Division Refurbishment	258			258
C Block Refurbishment	39			39
Enquiry Office Branding	46	(46)		0
Total Building Works	2,453	(543)	100	2,010
Vehicles & Equipment				
General Vehicle & Chief Officer Replacement Programmes	1,338			1,338
Equipment	282	(130)		152
Total Vehicles & Equipment	1,620	(130)	0	1,490
IS Schemes				
IS Replacement Projects	1,625	(400)		1,225
IS Infrastructure Projects	845			845
Customer Projects	1,244	(668)		576
EM Collaboration - Derbyshire share	1,000		(900)	100
Total IS Schemes	4,714	(1,068)	(900)	2,746
Invest to Save Schemes	424	(186)	18	256
East Midlands Counter Terrorism Intelligence Unit (EMCTIU)	38	0	(38)	0
TOTAL PLANNED EXPENDITURE	9,249	(1,927)	862	8,184
FUNDING				
Funding b/f Grant & Contributions	7,265			7,265
Capital Grant	1,440			1,440
Other Grant & Contributions	151		(38)	113
Use of Reserves	2,697	(79)		2,618
Revenue Contributions to Capital Outlay	1,223		1,682	2,905
Sale of Land & Buildings	720	(720)		0
TOTAL FUNDING	13,496	(799)	1,644	14,341
EXPENDITURE COMPARED TO FUNDING	4,247	1,128	782	6,157

CAPITAL STRATEGY 2014/18

1. Introduction

- 1.1 The Capital Strategy will form the basis of the decision making process whereby the Police and Crime Commissioner (the Commissioner) determines capital funding levels and evaluates, approves and monitors capital expenditure within the available funding.

2. Principles

- 2.1 The Commissioner has a duty to act in accordance with statute, regulations, secondary legislation and all extant professional codes of practice which deal with various elements of capital accounting.
- 2.2 Under the Local Government Act 2003 Local Authorities are required to have regard to the Prudential Code for Capital Finance in Local Authorities when carrying out their duties as set out in Part 1 of the Act.

3. Capital Programme

- 3.1 The Commissioner is responsible for determining the programme for capital investment in fixed assets that are central to the delivery of quality police services. Capital investment must meet the varying needs of the Constabulary, reflecting risk and threats and links into the Police and Crime Plan.
- 3.2 Annually the Commissioner in conjunction with the Chief Constable will prepare a capital programme outlining the estimated capital expenditure and funding over a minimum three year period. The Commissioner will also give consideration to the achievability of the programme.
- 3.3 The funding of this programme will be kept under review to secure sufficient resources to fund the schemes within the programme.
- 3.4 It is recognised that there may not be sufficient capital resources to fund the total cost of all schemes within the capital programme in the year that they are scheduled to commence.
- 3.5 Where there is a shortfall in later years of the programme it may be necessary to consider prudential or internal borrowing as a means of covering the shortfall. It will also be necessary to keep these future schemes under review if additional resources are unable to be generated to fund them.
- 3.6 It is also recognised that schemes may change over time. For schemes already included in the capital programme, the initial appraisal will be reviewed and updated for inflation and other changes if they have not been implemented within a year of their inclusion within the programme.

3.7 The Commissioner has a duty to safeguard and maintain the assets and the capital programme will take account of any capital works necessary to achieve this objective.

4. **Capital Resources**

4.1 The Commissioner will ensure that the first two years of the capital programme are balanced, so that the proposed capital expenditure (i.e. the funded programme) is matched by available and identifiable capital resources.

4.2 Capital funding can come from several sources:

- General Capital Grant
- Specific Capital Grant
- Borrowing
- Capital Receipts from sale of assets
- Capital Contributions from third parties
- Revenue Contributions
- Reserves

It is recognised that in later years the availability of capital resources may be less certain, which will potentially impact on the deliverability of the capital programme.

4.3 It is recognised that future schemes beyond the first two years may not be fully funded and that it will be necessary to keep these under review in the light of the potential to raise additional capital resources via prudential borrowing or additional contributions from the revenue budget.

4.4 The programme beyond years 1 & 2 is indicative only. It sets out the potential capital pressures and the potential resources to fund them. As with the revenue budget there may be an imbalance of funding for these future years. At this stage it is too early to predict how these imbalances will be covered either through:-

- Additional Government Grant
- Further Contributions from Reserves
- Funding from the revenue budget
- Prudential Borrowing
- Asset Sales

4.5 A number of the above will depend on the revenue budget and its ability to support the capital programme via direct contributions or by meeting borrowing costs.

4.6 Ultimately the Commissioner may need to restrict the scale of the capital programme in these later indicative years.

4.7 The Prudential Code for Capital Finance, which was introduced on 1 April 2004, gives greater freedom to borrow to support future capital investment, provided that the cost of borrowing associated with the extra debt is affordable.

- 4.8 The Code enables large sums to be borrowed, known as unsupported borrowing to fund new projects. However, the full cost of this additional borrowing must be met as no Government support will be available to offset the extra borrowing costs.
- 4.9 The Government has introduced strict rules to ensure any additional borrowing is affordable. This is set out in the Prudential Code for Capital Finance, which requires 3 to 5 year plans to be determined to show that the extra borrowing is affordable. As a guide £1m of borrowing will cost £81,300 in the first year reducing thereafter based on a term of 25 years (at November 2013).
- 4.10 The level of borrowing will be reviewed on an annual basis in line with the Prudential Code to determine whether it is prudent to take on additional borrowing to fund major projects.
- 4.11 Increasingly reserves are being relied upon to fund the capital programme. Over recent years the amount held in reserves has increased as a result of the prompt action taken to address the significant reductions in government grant and the freeze on increases to Council Tax. Reserves are likely to continue to be an important funding source during the medium term period of this capital strategy.
- 4.13 Disposal of surplus land and property help to achieve some of the capital aspirations that are set out within this strategy. The proceeds from disposals can only be used to fund capital schemes. The Asset Strategy and Property review identify potential disposal opportunities in more detail.

5. **Capital Expenditure**

- 5.1 The Code of Practice on Local Authority Accounting states that expenditure can be capitalised by recognising it on the Commissioner's Balance Sheet if: -
- It is expected that the item can be used for more than one financial year.
 - It is probable that future economic benefits or service potential associated with the item will be realised.
 - The cost of the item can be measured reliably, costs must be identifiable and not an integral part of some wider expense.

However, capital expenditure does not cover repair and maintenance.

- 5.2 The following categories of expenditure which meet the above criteria in paragraph 5.1 are to be treated as capital expenditure: -
- Acquisition, construction or enhancement of police property.
 - Replacement of Information Technology (IT) equipment.
 - Investment in new and upgraded Information Management Systems
 - Vehicles
 - Other large items of equipment
- 5.3 Each category of capital expenditure is underpinned by its own strategy, which sets out the potential benefits in that element of service, the long-term objectives

and identifies essential and/or desirable requirements. These separate strategies will be reviewed and updated on a periodic basis and cover the following areas: -

- Property Development (Estates Strategy).
- IT/IM Strategy.
- Vehicle (Transport Strategy).

6. **Monitoring and Performance**

- 6.1 Monthly capital monitoring reports outlining progress against the approved programme will be prepared for the Commissioner.
- 6.2 A report detailing the Prudential Indicators will be prepared on a ½ yearly basis to comply with the Prudential Code for Capital Finance.
- 6.3 In setting the Prudential Indicators, not only do they help assess affordability, but they also set performance measures. These measures are used to assess the degree of success in implementing this strategy.
- 6.4 This strategy will be subject to a periodic review to ensure compliance with legislation and codes of practice.

7. **Collaboration**

- 7.1 This will impact on the future delivery of the capital strategy. Derbyshire will seek to implement key capital projects in collaboration with other Constabularies to:-
 - Achieve economies of scale in procurement of capital items eg IT equipment, vehicles.
 - Achieve economies of scale in implementing key infrastructure projects.
 - Ensure that where possible there is common equipment eg IT applications.

STRATEGIC GOVERNANCE BOARD
9-DECEMBER 2013
REPORT OF THE CHIEF CONSTABLE

12A: PERFORMANCE SCORECARDS

1. PURPOSE OF THE REPORT

- 1.1 To note the latest scorecards outlining the Constabulary's performance in each of the Chief Officers' areas of responsibility.

2. INFORMATION AND ANALYSIS

- 2.1 The latest performance scorecards have been presented to the Chief Constable by the respective Chief Officers and are attached for noting at Appendix A.
- 2.2 Total recorded crime continues to see increases in comparison to 2012/13, although the rate at which it is increasing is beginning to slow. The increases can be seen across all BCU areas with C Division seeing the largest increase in comparison to the same period of 2012/13.
- 2.3 Whilst all BCUs are at present seeing increases in victim-based offences, five out of the Force's thirteen Sections are actually seeing reductions in this victim based offending and seven sections are seeing reductions in overall crime. Performance continues to be strong across the force in relation to violence against the person offences with the majority of the force seeing considerable reductions in this area.
- 2.4 The areas of offending that are currently showing as being a significant issue for the force are non-domestic burglary, robbery, shoplifting and vehicle crime. Criminal Damage is also seeing a noticeable increase. Some of these issues are also being seen nationally however, with the north of the country in particular, seeing increases in these areas.
- 2.5 The positive outcome rate for the force continues to be slightly below that recorded previously and again this is an issue that is being experienced in a number of forces in England and Wales. This remains as part of performance plans that are overseen by the Assistant Chief Constable (Crime and Territorial Policing) and improvements are being seen in some areas.
- 2.6 The number of ASB offences recorded continues to see falls in comparison to the previous year with a noticeable current downward trend. The week that encompasses both Bonfire Night and Halloween saw a slightly higher volume

than that the surrounding weeks but significantly lower than levels experienced historically and also earlier in the year.

- 2.7 Performance in relation to the handling of 999 calls continues to improve. The latest month's performance was slightly below that of the year to date but still a considerable improvement on the previous year. The slight fall in performance for the latest month was partially attributable to IS issues and also staffing levels. In relation to non-emergency calls performance remains low. This remains as a priority for the Contact Management department and is being constantly reviewed. The performance for the latest month also fell slightly as per 999 calls and has been affected by the same issues. This is more fully reported upon in the separate paper for the Strategic Governance Board.
- 2.8 The latest road collision statistics show that Derbyshire continues to see falls in the number of killed or seriously injured people on its roads. The number of fatalities has also fallen to just 25 in the 12 months ending June 2013. The number of firearms deployments has also continued to fall noticeably in the reporting period and consequently the number of Taser deployments has gone up. This is due to the greater coverage of officers that are able to deploy Tasers with specialist operations teams now having this capability. Authorisation for Taser use sits with the Force Control Room Inspector.
- 2.9 The total number of hours of duty that is carried out by members of the Special Constabulary continues to increase month on month. Special Constables give the equivalent hours to having an addition 25 officers per week.
- 2.10 The number of arrests represents numbers booked into custody as detainees and excludes voluntary interviews. There is a 778 reduction over the 5 months when compared to last year. There are a number of possible reasons for offenders being diverted away from custody including Penalty Notices, Restorative Justice and LASPO. However, the main reason for this reduction is the change to Code G of PACE and the resulting increase in voluntary interviews. In the same time period, the number of voluntary interviews has increased by 436 (34%). Less people are getting arrested because they are being interviewed voluntarily. This is a welcome position as it shows that our officers are applying Code G correctly.
- 2.11 The national recommended NFA to Charge Ratio target is between 2 and 3. The year to date average is in target and an improvement on last year. This figure is monitored via force Prosecution Team Performance Meetings which are bi-monthly.
- 2.12 The national target for outstanding 'Fail to Appear at Court' warrants is 230. 2012/13 average was above the target and this year shows a small increase. Many warrants can be very difficult to execute if offenders have moved out of the area, or are aware that they are being actively sought. Each BCU is actively encouraged to execute these warrants via their daily tasking processes.

- 2.13 As previously reported to the Strategic Governance Board (SGB) on 11th November 2013, the levels of sickness absence amongst the Constabulary's police officers and police staff stand at 7.71 days (6% below the threshold of 8.2 days) with police officer sickness at 9.18 days (12% above the threshold). Timescales for submission of SGB reports have not allowed the inclusion of more up to date sickness absence data and therefore this will be provided verbally at the meeting.
- 2.14 Levels of User Satisfaction have fallen fractionally since the last report, standing at 86.9% (0.1% below the 2012/13 outturn figure of 87%). Whilst not statistically significant, the Constabulary remains committed to providing the very highest levels of customer satisfaction and the Deputy Chief Constable's Confidence Steering Group continues to examine causes of dissatisfaction to enable suitable remedial action to be put in place at the earliest opportunity. The recently launched "Just Think" initiative's current theme focuses on customer service and it is anticipated that this will assist in further improving user satisfaction in the weeks and months ahead.
- 2.15 Public Confidence performance remains unchanged from that previously reported as the latest national data set is still awaited at the time of writing.
- 2.16 The number of complaints made against members of the Constabulary continues to reduce in comparison with last year, as does the number of allegations recorded. The Professional Standards Department has a well established programme of engagement with all parts of the organisation to secure compliance with the standards of professional behaviour, including speaking with new recruits, local management teams and with Police federation colleagues. There is a strong emphasis on service recovery through early contact with potential complainants rather than an over-reliance upon rigid, bureaucratic processes. Indications are that this emphasis is being well-received by the public, many of whom are seeking resolution of the matter complained about, rather than pursuing the culpability of individual officer(s).

3. RECOMMENDATIONS

- 3.1 The PCC receives the report to gain direct assurance that this area of business is being managed efficiently and effectively.

4. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime & Disorder			X
Environmental	X		
Equality & Diversity		X	
Financial	X		
Health & Safety		X	
Human Rights	X		
Legal	X		
Personnel		X	

Contact details in the event of enquiries	Name: Chief Superintendent Gary Knighton External telephone number: 0300 122 4039 Email address: sgbenquiries@derbyshire.pnn.police.uk
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ATTACHMENTS

Appendix A – Chief Officer Scorecards

CHIEF CONSTABLES PERFORMANCE PANEL
SGB Date: 9 DECEMBER 2013

PERFORMANCE REPORT - DCC GOODWIN

HUMAN RESOURCES

FORCE PERSONNEL	Unit	Time period covered	Headcount This Year	Headcount Outturn 2012/13	FTE This Year	FTE Outturn 2012/13	Direction of Travel
Total Number of Police Officers	Volume	As at 1st Nov 2013	1945	1960	1902.9	1917.1	↓
Number of Police Staff excl PCSOs	Volume	As at 1st Nov 2013	1441	1429	1221.6	1218.4	↑
Number of PCSOs	Volume	As at 1st Nov 2013	174	186	169.2	182.7	↓

SICKNESS	Unit	Time period covered	Standard	This Year	Outturn 2011/12	Change
Police Officer Sickness	Working days lost	12 months ending Sep '13	8.20	9.18	7.39	↑
Police Staff Sickness	Working days lost	12 months ending Sep '13	8.20	7.71	6.88	↑

CONFIDENCE AND SATISFACTION

INDICATOR	Unit	Time period covered	This Year to Date	2012/13 Outturn	2011/12 Outturn	Direction of Travel	Region (5)	E&W (43)
% of people who have confidence in the police in their local area	%	12 months to Jun '13	73.5%	n/a	73.9%	↓	3rd	25th
% of victims satisfied with the overall service provided by the police	%	Apr to Oct '13	86.9%	87.0%	87.3%	↓	2nd	20th

COMPLAINTS

INDICATOR	Unit	Time period covered	This Year to Date	2012/13	Direction of Travel
Number of complaints recorded	Volume	Apr to Oct '13	267	324	↓
Number of allegations recorded	Volume	Apr to Oct '13	429	585	↓
Number of complaints which were suitable for local resolution	Volume	Apr to Oct '13	N/A	N/A	N/A
Number of complaint investigations more than 90 days old	Volume	Apr to Oct '13	50	38	↑
% of complaints recorded in 10 days	%	Apr to Oct '13	96%	92%	↑
% of complaints finalised in period which were upheld	%	Apr to Oct '13	10%	9%	↑

SOURCE INFORMATION
Human Resources information is from Origin HR.
Confidence information is from CSEW
User Satisfaction data is from USAT database

KEY
↑ Increasing
↔ Stable
↓ Decreasing

SPECIFIC DETAILS

Police officer information excludes all officers that are seconded, on regional units or on a career break. Direction of travel is based on FTE and not headcount where applicable.

The ranking data for confidence (line 6) for the Region and England & Wales is based upon the latest available national data for the 12 months ending June 2013.

The ranking data for user satisfaction (line 7) for the Region and England & Wales is based upon the latest available national data for the 12 months ending June 2013.

The previous years information for complaints related to the same period of 2011/12 and not the outturn.

COMMENTS

Sickness continues to remain an issue. Police officer sickness has remained high and above the threshold of 8.2 working days lost per person. Police staff sickness is increasing but remains below the threshold.

User Satisfaction fell again in October and currently stands at 86.9% which is fractionally below the outturn of 2012/13. The latest quarterly update of confidence from the CSEW has also seen a fall in the overall confidence question from 74.7% to 73.5%.

The number of complaints and allegations continues to fall. The number of complaints investigations that are more than 90 days old continues to increase in comparison to the previous year but the number of complaints upheld has begun to fall and is at a similar level to the previous year.

CHIEF CONSTABLES PERFORMANCE PANEL
SGB Date: 9 DECEMBER 2013

PERFORMANCE REPORT - ACC COLLINS

CONTACT MANAGEMENT

INDICATOR	Unit	Time period covered	This Year to Date	2012/13 Outturn	Direction of Travel	Latest Month
1 % 999 calls within 15 seconds	%	Apr to Oct '13	95.6%	91.6%		94.8%
2 % 999 calls abandoned	%	Apr to Oct '13	0.8%	1.7%		1.0%
3 % non-999 calls answered within 60 seconds	%	Apr to Oct '13	80.4%	91.5%		79.2%
4 % non-999 calls abandoned	%	Apr to Oct '13	6.7%	3.4%		6.5%

OPERATIONAL SUPPORT

INDICATOR	Unit	Time period covered	This Year to Date	2012/13 Outturn	2011/12 Outturn	Direction of Travel
5 No of fatal/serious road traffic casualties	Volume	12 months ending Jun 13	377	443	406	
-Of which were fatal road traffic collisions	Volume	12 months ending Jun 13	25	38	31	
6 Number of firearm deployments	Volume	Apr to Oct '13	89	156	125	
7 Number of taser deployments	Volume	Apr to Oct '13	234	188	184	

SPECIAL CONSTABULARY

FORCE PERSONNEL	Unit	Time period covered	Headcount This Year	Headcount Outturn 2011/12	FTE This Year	FTE Outturn 2011/12	Direction of Travel
8 Number of Specials	Volume	As at 1st Nov '13	294	373	n/a	n/a	
9 % of active Specials committing 4 hrs per week or more	%	03/06/2013 - 03/11/2013	41.2%	n/a	n/a	n/a	
10 Specials FTE per week	Volume	03/06/2013 - 03/11/2013	n/a	n/a	25.1	n/a	

CRIMINAL JUSTICE

INDICATOR	Unit	Time period covered	This Year	2012/13	Direction of Travel
11 Number of Arrests	Volume	Jun to Oct '13	8515	9293	
12 No Further Action to Charge Ratio	Ratio	Apr to Sept '13	2.8	1.4	
13 Number of outstanding warrants	Volume	As at 31st October 2013	257	252	

14	Number of speed awareness courses	Volume	Apr to Oct '13	7414	8854	
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SOURCE INFORMATION
Data from Contact Management Department. RTC information is sourced from the accidents database. Special Constabulary information is sourced from HR.

KEY
 Increasing/decreasing BUT improving
 Stable
 Increasing/decreasing BUT deteriorating

SPECIFIC DETAILS
Volumes of data shown in the 2010/11 and 2011/12 outturn columns for lines 7-10 are based on the same period of the previous year and not the whole of year in question.
Line 12: An active Special Constable is defined as any Special Constable that has committed any hours within the last 13 weeks (standard quarter) of the period covered.
Line 13: The Specials FTE is based on the average number of weekly hours committed by specials during the period. This value is equivalent to the number of police officers that would be required to perform that number of hours.
Line 14: These figures are only available from June to give an accurate comparison to the previous year when the GEM Case and Custody system was introduced
Line 15: Previous years information is at present unavailable.
Line 17: This data includes the number of people who are caught speeding within Derbyshire and opt for the course.

COMMENTS
Performance in relation to 999 calls continues to see improvements with less than 5% of calls falling outside the 15 second timescale. Performance in relation to non-emergency calls however continues to be low. This has been impacted on by low staffing levels within the FCC.
Previous years information is currently not available in relation to special constables hours. This is due to recording changing to a new system 'Duty Sheet' at the end of May 2013. This system allows special constables to record their hours and duties via the internet from home. Use of this system is already showing an uplift compared to the previous timesheet submissions.
The proportion of Special Constables performing 4 or more hours has fallen on the latest information. This however is due to a number of constables that have only recently begun to record their hours on duty sheet as the calculation is made on the whole period. Month on month, the number of hours that are recorded for special constables is increasing.

CHIEF CONSTABLES PERFORMANCE PANEL
SGB Date: 9 DECEMBER 2013

PERFORMANCE REPORT - ACC SMETHEM

RECORDED CRIME	Unit	Time period covered	This Year to Date		2012/13 Outturn		2011/12 Outturn		Direction of Travel	Region (5)	E&W (43)
			% Change/volume	Value	% Change/volume	Value	% Change/volume	Value			
1 Total Recorded Crime	% Change/volume	01/04/2013-07/11/2013	2.7%	848	-16.2%	-9,911	-6.4%	-4,176	↑	n/a	n/a
2 Stealing Offences	% Change/volume	01/04/2013-07/11/2013	9.2%	1,501	-13.6%	-4,111	-2.0%	-613	↑	n/a	n/a
3 Violence Against the Person	% Change/volume	01/04/2013-07/11/2013	-8.3%	-512	-14.2%	-1,620	-13.1%	-1,728	↓	n/a	n/a
4 Criminal Damage	% Change/volume	01/04/2013-07/11/2013	3.6%	194	-23.8%	-2,735	-9.1%	-1,158	↑	n/a	n/a
5 Rape & Sexual Offences	% Change/volume	01/04/2013-07/11/2013	25.0%	113	-6.7%	-58	-22.6%	-254	↑	n/a	n/a
6 Gun Crime Offences	% Change/volume	Apr to Aug '13	-10.3%	35	-32.1%	39	-14.5%	53	↓	3	30
7 Knife and Sharp Instrument Offences	% Change/volume	Apr to Sep '13	27.4%	158	-7.5%	124	-30.2%	134	↑	2	24
8 Drug offences	% Change/volume	01/04/2013-07/11/2013	0.8%	13	-3.4%	-94	+5.9%	+155	↕	n/a	n/a
9 Domestic Violence Offences	% Change/volume	01/04/2013-07/11/2013	2.9%	86	+8.0%	+365	-1.5%	-70	↕		
10 Racially and Religiously Aggravated Offences	% Change/volume	01/04/2013-07/11/2013	-6.9%	-17	-9.0%	-40	-17.7%	-95	↕	n/a	n/a

CRIME INVESTIGATION	Unit	Time period covered	This Year to Date		2012/13 Outturn		2011/12 Outturn		Direction of Travel	Region (5)	E&W (43)
			SDR	POR	SDR	POR	SDR	POR			
11 All Crime Investigation	Rate	01/04/2013-07/11/2013	26.4%	34.6%	27.0%	36.0%	27.1%	36.6%	↓	n/a	n/a
12 Restorative Disposal Rate	Volume	01/04/2013-07/11/2013	8.2%	n/a	9.0%	n/a	9.5%	n/a	↓		
13 Stealing Offences Investigation	Rate	01/04/2013-07/11/2013	17.2%	21.9%	17.6%	22.4%	18.1%	23.2%	↓	n/a	n/a
14 Violence Against the Person Investigation	Rate	01/04/2013-07/11/2013	38.1%	57.5%	37.2%	59.1%	38.4%	61.8%	↓	n/a	n/a
15 Criminal Damage Investigation	Rate	01/04/2013-07/11/2013	12.2%	22.6%	13.2%	23.2%	12.6%	22.6%	↓	n/a	n/a
16 Rape & Sexual Offences Investigation	Rate	01/04/2013-07/11/2013	28.8%	30.1%	30.2%	32.5%	29.4%	32.0%	↓	n/a	n/a
17 Drug Offences Investigation	Rate	01/04/2013-07/11/2013	94.5%	96.8%	92.4%	93.4%	94.4%	95.1%	↑	n/a	n/a
19 Domestic Violence Investigation	Rate	01/04/2013-07/11/2013	41.8%	57.5%	41.0%	57.9%	42.5%	61.9%	↓		
18 Racially and Religiously Aggravated Crime Investigation	Rate	01/04/2013-07/11/2013	47.6%	58.9%	46.1%	58.1%	49.9%	60.3%	↑	n/a	n/a

ANTI-SOCIAL BEHAVIOUR	Unit	Time period covered	This Year to Date		2012/13 Outturn		2011/12 Outturn		Direction of Travel
20 Anti-Social Behaviour Incidents	Rate	01/04/2013-07/11/2013	-5.9%	-1,936	-8.1%	-5,042	-7.1%	-4,830	↓

SOURCE INFORMATION
All indicators included within this scorecard have information sourced from both Guardian for Force information and IQuanta for comparative information

KEY	
	Increasing/decreasing BUT improving
	Stable
	Increasing/decreasing BUT deteriorating

SPECIFIC DETAILS
The volume of gun crime offences and knife crime offences and restorative disposals (lines 6 and 7) shown in the 2010/11 and 2011/12 outturn columns are based on the same period of the previous year and not the whole of year in question.
The direction of travel alerter for the crime investigation indicators (lines 11, 13-19) is based upon the Positive Outcome Rate (POR) in comparison to the previous year.
Due to the continued issues with iQuanta, national and regional comparisons for crime and detection are currently unavailable. Knife and Gun crime national and regional comparisons are for the period 12 months ending June 2013.
Of the firearms offences, 10 were classified as actual firearms, 2 were imitation firearms, and 21 were air weapons and there was two other types of firearms.

COMMENTS
The majority of crimes types have seen an increase in relation to the previous year. The only exceptions to this is violence against the person offences.
All crime types are now seeing falls in the positive outcome rate with the exception of drug offences and racially/religiously aggravated offences.
The number of knife crime offences reported has seen and increase in the latest quarter. Numbers are small however in this category and due to the method of recording could be due to increased accuracy.
The number of ASB incidents recorded continues to fall.

STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
REPORT OF THE CHIEF CONSTABLE

12B: ANTI SOCIAL BEHAVIOUR

1. PURPOSE OF THE REPORT

- 1.1 To demonstrate to the Police and Crime Commissioner and to the Derbyshire public how the Constabulary is making progress towards the Strategic Priority of Anti-social Behaviour and the Police and Crime Plan Objectives 1, 3, 4 and 6 (support victims and witnesses; keep people, especially the most vulnerable, safe from harm; ASB and criminal activities; support local policing and reduce alcohol related crime and harm.

2. INFORMATION AND ANALYSIS

Anti-social behaviour (ASB) has the potential to have a negative impact on all people and can adversely affect the quality of life for people in Derbyshire.

ASB has been defined formally under Section 1 Crime and Disorder Act 1998 as:

'acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household.'

ASB can take many forms but some examples are:

- Noise Nuisance
- Criminal Damage/Vandalism
- Drunken Behaviour in the Streets
- Intimidation/Harassment
- Litter/Rubbish, The Fouling of Public Areas, Fly Tipping
- Drug/Substance Misuse and Drug Dealing

- 2.1 The number of ASB incidents recorded across the Divisions has fallen year on year for the period shown:

Division	1 Oct 12 - 30 Sept 13	1 Oct 11 - 30 Sept 12	1 Oct 10 - 30 Sept 11
B	5659	5972	6693
C	18422	19927	21509
D	24611	28281	29745
Total	48692	54180	57947

The number of Criminal Damage and Arson offences has fallen across all of the divisions in the period shown.

Division	1 Oct 12 - 30 Sept 13	1 Oct 11 - 30 Sept 12	1 Oct 10 - 30 Sept 11
B	1131	1175	1403
C	3479	3658	4580
D	4359	4796	6058
Total	8969	9629	12041

ASB is subdivided into three categories: Personal, Nuisance and Environmental. The table below shows the proportion of those categories within Derbyshire, the East Midlands region and England and Wales.

	Category of incident		
	Personal	Nuisance	Environmental
Derbyshire	32.3	63.8	3.9
Leicestershire	10.9	79.8	9.3
Lincolnshire	25.8	70.6	3.6
Northamptonshire	38.2	42.9	18.8
Nottinghamshire	18.1	73.8	8.1
East Midlands Region	26.2	65.2	8.6
ENGLAND AND WALES	28.5	65.3	6.2

2.2 Derbyshire ranks 15th highest nationally for the percentage of ASB incidents in the Personal category, 22nd for Nuisance and 37th for Environmental ASB.

2.3 Whilst the general trend for ASB in Derbyshire is a year on year reduction, the below table compares the number of incidents per 1,000 population regionally and nationally. Quarterly audits test the quality of compliance to ensure incidents around ASB are graded correctly. These are undertaken in a similar style to that of HMIC's and the audits return evidence of high compliance by Contact Management staff.

	Number of Incidents	Rate per 1,000 population
Derbyshire	50,210	49
Leicestershire	24,526	24
Lincolnshire	16,188	23
Northamptonshire	31,333	45
Nottinghamshire	37,630	35
East Midlands Region	159,887	35
ENGLAND AND WALES (exc. BTP)	2,251,095	40

Research will now be undertaken to understand why Derbyshire's proportion of incidents is above the regional average. ASB is currently ranked 14th out of 15 in Derbyshire's Tactical Threat and Risk assessment.

2.4 Acceptable Behaviour Contacts (ABCs) and Anti-Social Behaviour Orders (ASBOs) are used by police and community safety partners to seek to control the negative behaviour of individuals to reduce ASB and improve communities. At the time of writing it was not possible to obtain the number of ABCs currently issued within Derbyshire as the information is not yet held centrally.

- 2.5 The number of ASBOs obtained within the last three years in each division is shown in the table below, together with the number that remain live (on occasions an ASBO may be for a period of greater than three years).

	B Division	C Division	D Division
2011	2	5	1
2012	1	7	11
2013	0	3	0
Total Number of Live ASBOs	3	21	20

- 2.6 Safer neighbourhood areas have seen decreases again this year of ASB incidents reported to the police. Killamarsh, Shipley, Smalley and Horsley have seen reported increases and various local initiatives to reverse this trend have been introduced (For example, Be Safe patrols where SNT officers patrol with youth workers, and the introduction of Dispersal Zones which allow officers to move on groups of two or more people who congregate).
- 2.7 The increases at Killamarsh this year are mainly due to a small number of disenfranchised youths who have caused a disproportional amount of ASB. They have been identified, engagement and enforcement activity has taken place and since the introduction of the dispersal zone recently it has been noted that ASB has reduced.
- 2.8 E-CINS ASB case management software is now live in all of C Division and will be rolled out to the remainder of the Force area next year. It allows police and partners to instantly share information in relation to ASB and accurately assess the risk to victims to ensure the response is appropriate. Its implementation has been broadly welcomed by operational officers and partners and will replace the obsolete SPARK database which was introduced many years ago.
- 2.9 The level of engagement from all partners with E-CINS has not been consistent, although its introduction is seen as hugely positive especially in situations where shift patterns and working hours conflict between different teams and different agencies.
- 2.10 Our regional partners are in the process of introducing E-CINS ASB case management software which will aid the flow of offender information regionally to mitigate risk should ASB offenders move into a neighbouring area.
- 2.11 Community influence of local policing via governance meetings allows SNTs together with partners to effectively target joint resources at individuals or locations responsible for low level criminality and ASB.
- 2.12 There are good examples of Safer Neighbourhood Teams supporting people and their communities and understanding key issues which affect the quality of life. For example, at Chesterfield retailers continued to be blighted with persons urinating in their doorways which affected business and was particularly unpleasant for them to clear up.

- 2.13 Historically, an outdated and ineffectual byelaw saw that the maximum penalty was just £2. Through research and close working with the business community, those that now act in such an anti-social manner are given a fixed penalty notice for littering. This has been recently upheld as lawful by the courts and demonstrates a healthy partnership between police and their partners.
- 2.14 The Anti-Social Behaviour (ASB), Crime and Policing Bill which will introduce Community Triggers and improve partnership working and public accountability is expected to become law in the latter part of 2014. It will repeal existing ASB control measures introduced by the Crime and Disorder Act 1998, most notably ASBOs.
- 2.15 In anticipation of it receiving Royal Assent, strategic work is being undertaken now within the region to ensure police and partners fully understand the new powers and are ready to utilise them immediately.
- 2.16 The Constabulary's ASB Improvement Plan, following HMIC's inspection, is reviewed regularly by Police and partners to ensure continuous improvement. Each element of the five point plan is owned by a named individual and updates are provided at the Strategic ASB/ PSH Group, chaired by an operational Superintendent, which meets quarterly.
- 2.17 All calls for service to Derbyshire Constabulary are handled by a Centralised Contact Management Centre. Software is used by the operators to assist their professional judgement to better understand the risk to ASB victims. The software used is due for an upgrade which will provide enhanced functionality to better understand risk. Section managers review all calls for service in relation to ASB to identify vulnerability, repeat victims and any emerging trends in their weekly tasking process.
- 2.18 The full roll out of the E-CINS ASB case management software next year will ensure that risk is better understood and as such an earlier multi-agency response will be available.
- 2.19 Police and partners attended West Mercia Constabulary which was identified by HMIC as having a particular strength at the identification of repeat and vulnerable victims. That visit was the catalyst for Derbyshire's Victim's First project and the successful pilot of the E-CINS ASB case management software.
- 2.20 A key success has been the widening membership of the County ASB Forum. Its active attendance now includes representatives from the City which ensures a good assessment of need and sharing of good practice.
- 2.21 The Victims First project has strengthened partnership working, especially local tasking with partners and improved links with Derbyshire County Council Multi Agency Teams (MATs).

- 2.22 A key risk around ASB is the current austerity measures which are starting to cause a reduction in the number of resources to support the continued reduction of ASB. There is a potential risk that some partners may retreat into delivering only their statutory responsibilities.
- 2.23 This subject will be discussed further at the Derbyshire Partnership Forum on the 10th December, 2013 where serious and difficult decisions will be made by Derbyshire leaders.

3. RECOMMENDATIONS

- 3.1 It is recommended that the PCC receives this report to gain direct assurance that this area of business is being managed efficiently and effectively.

4. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime & Disorder		x	
Environmental	x		
Equality & Diversity	x		
Financial		x	
Health & Safety	x		
Human Rights	x		
Legal	x		
Personnel	x		

Contact details in the event of enquiries	Name: Chief Superintendent Gary Knighton External telephone number: 0300 122 4039 Email address: sgbenquiries@derbyshire.pnn.police.uk
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STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
REPORT OF THE CHIEF CONSTABLE

12C: BUSINESS CHANGE PROJECT BOARD UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To advise members of the Business Change Programme's Project Summary report to November 2013.

2. INFORMATION AND ANALYSIS

- 2.1 There are 20 projects/programmes and sub-groups presently running in Force, 4 of these are under the umbrella of the 'Moving Forward' Programme, and 1 is in association with the Regional Collaboration Programme. The Command and Control Project, and Mobile Data each have 3 groups.
- 2.2 Attached at appendix A to this report is the Project Summary to November 2013 that details the Board membership, go-live date(s) status and comments relative to each Project.

3. RECOMMENDATIONS

- 3.1 The PCC receives the report to gain direct assurance that this area of business is being managed efficiently and effectively.

4. IMPLICATIONS

- 4.1 There are no additional considerations to those contained within the report.

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime & Disorder	X		
Environmental	X		
Equality & Diversity	X		
Financial		X	
Health & Safety	X		
Human Rights	X		
Legal		X	
Personnel		X	

Contact details in the event of enquiries	Name: C/Superintendent G Knighton External telephone number: 03001224039 Email address: sgbenquiries@derbyshire.pnn.police.uk
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ATTACHMENTS

Appendix A.

Business Change Programme's Project Summary – November 2013

Force Projects				
Project	Board	Go-live Date(s)	Status	Comments
Command and Control System Project - CnCS	Executive ACC D Collins; Senior User T/Supt T Harrison; Senior Tech Mrs D Hillifer DPCC Mr H Dhindsa Project Manager Mr P Young		<p>The Mandate and the User and Technical Group Terms of Reference have been redrafted to accommodate Nottinghamshire's change of status from partner to that of interested observer.</p> <p>The ICCS specification is currently being drafted and a Supplier demonstration day is being arranged to assist with the compilation of the System specification.</p> <p>ICCS will be Phase 1 of the Project as it currently operates on Windows XP for which Microsoft will discontinue support in 2014.</p> <p>EMSCU are looking into possible framework agreements which could be used to reduce the procurement timescales.</p>	
Custody and Case Prep Project - CuCP	Executive ACC D Collins Mr T Neaves Senior User Supt S Gamblin Senior Tech Mrs D Hillifer PCC Mr A Charles Project Manager	Go-live 4/11, 7/09/11, 2/11/11, 07/12/11, 7/03/12, 28/03/12 25/4/12 14/05/12, C/Prep – 16/05/12 achieved Custody – 23/05/12 achieved	<p>Neither Case 2.4.3 nor Custody 2.1.11 passed UAT in September 2013.</p> <p>Custody completed UAT on 8 November 2013 but a major failure (POLE Audit Viewer) prevented progression into the Live environment. Minimum requirements have been agreed and Northgate are working on rectification and a revised plan. It is anticipated Custody 2.1.11 will be implemented into the Live environment on 4 December 2013</p> <p>Following difficulties relating to the Live implementation of Case a review of the release management process was undertaken on 13 September 2013. Agreement of the way forward and actions required were established and a framework put in place immediately although the documentation (guidance notes) is still to be agreed by IS. It is anticipated Case 2.4.3 will be implemented into the Live environment in January 2014.</p>	

Project	Board	Go-live Date(s)	Status	Comments
Custody and Case Prep Project – CuCP <i>continued</i>			<p>Work continues to resolve issues identified on some Custody MI forms including Crimsec.</p> <p>Requirements for Photographs taken from other sources to be uploaded into CIM and for images from Photoweb to CIM have been analysed by Northgate; costed proposals were sent to the Force on 4 October 2013.</p> <p>The system continues to be restarted bi-weekly to alleviate a dip in performance. This is a temporary measure, and happens on Wednesdays at 13.30 incurring approx 20 minutes of down time.</p>	
Demand Management Project – DMP	<p>Executive ACC D Collins Senior User T/Supt T Harrison Senior Tech C/Supt G Knighton DPCC Mr H Dhindsa</p> <p>Project Manager T/C/Insp B Crane</p>	New shift pattern go-live – 3/01/12	<p>XC was due to go into the Live environment on a limited number of machines in the Force Control Room during the week commencing 2 September 2013 but technical obstacles have prevented Operational use.</p> <p>A work plan has since been received from Northgate outlining proposals for XC implementation, confirmation is currently awaited from IS as to whether this work can be scheduled into their plan.</p> <p>The Force will go-live with Version 2.4 of the software but need to ensure Northgate acknowledge the outstanding elements from the specification which will be in Version 2.5.</p> <p>A meeting took place on 6 November 2013 to consider other aspects of demand management and the potential for them to be included within this project. ACC Collins will be consulted on the proposals and, if in agreement, a draft Mandate will be prepared highlighting the workstreams and converting the project to a programme.</p>	

Project	Board	Go-live Date(s)	Status	Comments
Duty Management System Development Group - DMSDG	Executive DCC A Goodwin Senior User T/Supt T Harrison; Mr P Mason Senior Tech Mrs D Hilllifer Project Manager		This project is currently in abeyance. Mr Astle has been invited to undertake an evaluation of the qualitative and quantitative benefits of the progress made to date in association with his earlier assessment. Timescales are currently being agreed with Ms Turner.	
Guardian Strategic Programme - GSP	Executive Mr T Neaves Senior User D/Insp R Alton Senior Tech Mr D Stone		No update available	
Information Management Programme - IMPB	Chairman DCC A Goodwin		No update available	Details on individual Projects/Groups available from the Business Change Programme.
Moving Forward Strategic Programme – MFSPB	Executive CC M Creedon PCC /OPCC Mr A Charles; Mr H Dhindsa; Mr Peet; Mrs Boffy Programme Co-ordinator C/Supt G Knighton		The MFSPB is the overarching governance body of the Moving Forward Programme. This is where all strategic decisions are made.	This Group is currently inactive.
Moving Forward Operational Implementation Group - MFOIG	Executive DCC A Goodwin Programme Co-ordinator C/Supt G Knighton DPCC Mr H Dhindsa Programme Manager C/Insp M Shooter		MFOIG provides the Moving Forward Programme with the operational direction and governance and oversees the portfolio of Projects - current and future.	This Group is currently inactive.
Moving Forward Co-ordination Programme - MFCP	Executive C/Supt G Knighton Senior User Mr D Fern Senior Tech Mrs D Hilllifer; Mr P Mason Programme Manager C/Insp M Shooter		There are 94 savings proposals included within Moving Forward Phase 3; of these, 27 are Cashable Savings of which 22 have already delivered a total of £169,950 . Departments with outstanding cashable savings are; Assets 3 and Criminal Justice and Corporate Services have 1 each. The total anticipated saving expected as a result of Moving Forward Phase 3 is £526,821 .	This Group is currently inactive although work continues on the Efficiency Savings and Workstreams.

Project	Board	Go-live Date(s)	Status	Comments
Moving Forward Co-ordination Programme – MFCP <i>continued</i>			<p>The remaining 67 are Efficiency Savings, of which 61 have been implemented as of 8 November 2013, producing all of the anticipated £69,133 non-cashable savings and 10,378 hours of the anticipated 11,019 hours.</p> <p>7 of the 10 Divisions/Departments partaking in Phase 3 have delivered all of their Efficiency Savings; Crime Support and Operational Support each have 1 outstanding and Information Services has 4.</p> <p>During Moving Forward Phases 1 – 3, 75 workstreams were completed.</p> <p>Moving Forward Phase 4 has to date, completed 3 workstreams and 7 are ongoing, they are;</p> <ul style="list-style-type: none"> • Quick Wins, • CID Visibility Report, • Additional Research • Stop Search • Restricted Duties • Body Worn Videos • Mobile Processes and Forms (the Mobile Data Project), is currently in abeyance awaiting a new Strategy to be introduced under the leadership of Supt Mahay. <p>Priority Based Budgeting (PBB) reviews are currently being undertaken in 4 Departments;</p> <ul style="list-style-type: none"> • Assets • Criminal Justice • Central Contact Management • Professional Standards 	

Project	Board		Go-live Date(s)	Status	Comments
Moving Forward Staff Engagement and Consultation Group - MFSECG	Chairman OPCC	Mr P Mason Ms A Clarke		<p>All personnel related matters arising from the Moving Forward Programme are considered by the MFSECG.</p> <p>The Group provides a vehicle to keep staff associations and Unison updated and to ensure all issues affecting the workforce (individually or collectively) are addressed in a timely and consistent manner.</p>	
OzBox Expansion Project - OEP	Executive Senior User Senior Tech DPCC Project Manager	ACC D Collins C/Supt G Knighton Supt G McLaughlin Mr H Dhindsa C/Insp B McKeown		<p>An Equality Review telephone interview between the BLF and C/Insp McKeown incorporating all aspects of equality monitoring and performance against protected characteristics resulted in a satisfactory outcome of how the Force target and recruit young people and the current performance statistics.</p> <p>Work commenced on 7 October 2013 to identify the location for the next permanent gym to be funded by the project.</p> <p>Negotiations are ongoing with Derby College, Derby University and the Police Clubs of Great Britain to establish support for joint working. A visit to a gym at Bradford University acknowledged as the Centre of Excellence has been arranged on 12 November 2013 to this end.</p> <p>Future funding provision has been discussed with the BLF but the project cannot apply for more funding before the final year of the project begins on 30 April 2014 but, the project will start to formulate a business plan and also contingency plans in case the Force should not be successful.</p> <p>The project is to explore the possibility of providing the Probation Service with secondary supervision of offenders undertaking activities. Mr Dhindsa has experience in this area and has offered his support.</p>	<ul style="list-style-type: none"> • Information on Ozbox sessions: 01246 522304 • Ozbox volunteers call 01629 532053 or email claire.austin@derbyshire.gov.uk • Email: ozbox@derbyshire.pnn.police.uk • Web-site: www.ozbox.org

Project	Board	Go-live Date(s)	Status	Comments
OzBox Expansion Project – OEP <i>continued</i>			The OzBox Team (county and city) have been nominated for the Force Team of the Year Award. Ten entries will be assessed by the panel and the winner announced at the awards ceremony at Force HQ on 27 November 2013.	
Private Finance Initiative Project - PFI	<p>Chairman Mr Neaves Mrs Boffy</p> <p>OPCC</p> <p>Project Manager Mrs Sismey</p>		<p>A meeting was held with BAM FM Directors on 23 October 2013 to discuss savings options.</p> <p>The Force hopes to achieve 20% savings from the PFI Programme.</p> <p>BAM are unhappy with the timescales and targets of April 2014 as set out within the Mandate; they feel that September 2014 would be more realistic and so they have stipulated they will aim to meet the date but they make no commitment.</p> <p>Contract Variation proposals will be agreed through an exchange of letters between Mr Neaves and Mr Moore (BAM). Mr Neaves letter was sent during the week commencing 4 November 2013, no response has yet been received but BAM have a 40 day period in which to review and respond.</p> <p>A meeting is scheduled for 15 November 2013 to review the Ilkeston PFI with a view to the savings that can be generated.</p>	
Rebuild/Restoration of Phases 1 & 3 – RP1&3	<p>Executive Senior User Mr T Neaves C/Supt G Knighton C/Supt D Platts</p> <p>Senior Tech Mr D Vaughan Mrs Hillifer</p> <p>OPCC Mrs H Boffy</p> <p>Project Manager Mr I Oldfield</p>		<p>A topographical survey was completed by 13 November 2013 and the plans and report supplied to the Force during the week commencing 18 November 2013. The survey will assist the Design Team in shaping proposals and form part of the planning application.</p> <p>A Phase 1 Environmental Study, Coal Mining Risk Assessment and Report and Utilities Report Pack are also about to be commissioned.</p>	

Project	Board	Go-live Date(s)	Status	Comments
Rebuild/Restoration of Phases 1 & 3 – RP1&3 <i>continued</i>			<p>TVP and Calderpeel are to compile a viable building solution for the Force and Fire and Rescue, with costed options in readiness for presentation to the CC and PCC on 22 November 2013.</p> <p>A meeting has been held with IS Department Managers to build their understanding of the project and gain future input to the planning process in order to obtain economic resilience of force systems as the various stages progress. Some problems were identified and appropriate action initiated.</p>	

Collaboration Projects				
Project	Board	Go-live Date(s)	Status	Comments
HR Shared Service Centre Project - HRSSC	<p>Executive Mr P Mason (Derbys)</p> <p>Senior Supplier (User) Ms E Herod (Notts); Ms C Hever (Leics); Mrs S Watts (Derbys)</p> <p>Senior Tech DPCC Mr T Glover (Leics) Mr H Dhindsa (Derbys)</p> <p>Project Manager Mr I Coulton (EM Collaboration Team)</p>	<p>Regional HR Service Centre go-live dates:</p> <p>Derbys - 4 April 2012 29 January 2013 13 March 2013 (v18) (achieved) & 2 September 2013 w/c 9 December 2013 18 February 2014(V19)</p> <p>Leics - 4 October 2012 12 June 2013 2 October 2013 w/c 6 January 2014 18 February 2014(v19)</p> <p>Notts - 4 April 2013 10 July 2013 30 October 2013 w/c 24 February 2014 2 April 2014 (v19)</p>	<p>New go-live dates have been identified:-</p> <p>27 February 2014 – Derbyshire and Leicestershire</p> <p>15 April 2014 – Nottinghamshire</p> <p>In advance of these dates there will be an 8-day implementation period in the 2 Forces involved in February and for all 3 Forces in April; DMS will be offline during these periods.</p> <p>However, Nottinghamshire are currently re-evaluating their continued involvement within the collaboration; they are expected to make a decision after the Resource Meeting on 18 December 2013 and announce their decision at the next DCC’s Meeting.</p> <p>If Nottinghamshire decide to withdraw, Derbyshire and Leicestershire will have to decide how best to proceed with the project.</p> <p>TUPE transfers have been suspended until Nottinghamshire have made their decision.</p>	

STRATEGIC GOVERNANCE BOARD

9 DECEMBER 2013

REPORT OF CHIEF CONSTABLE

12D: CONTACT MANAGEMENT DEPARTMENT (CCMC) - UPDATE

1. PURPOSE OF THE REPORT

To inform and update the Police and Crime Commissioner (PCC) in respect of performance and staffing issues affecting the department. This report specifically focuses on the performance and staffing issues in the Contact Centre.

1.1 The previous update report to the PCC was in September 2013.

2. INFORMATION AND ANALYSIS

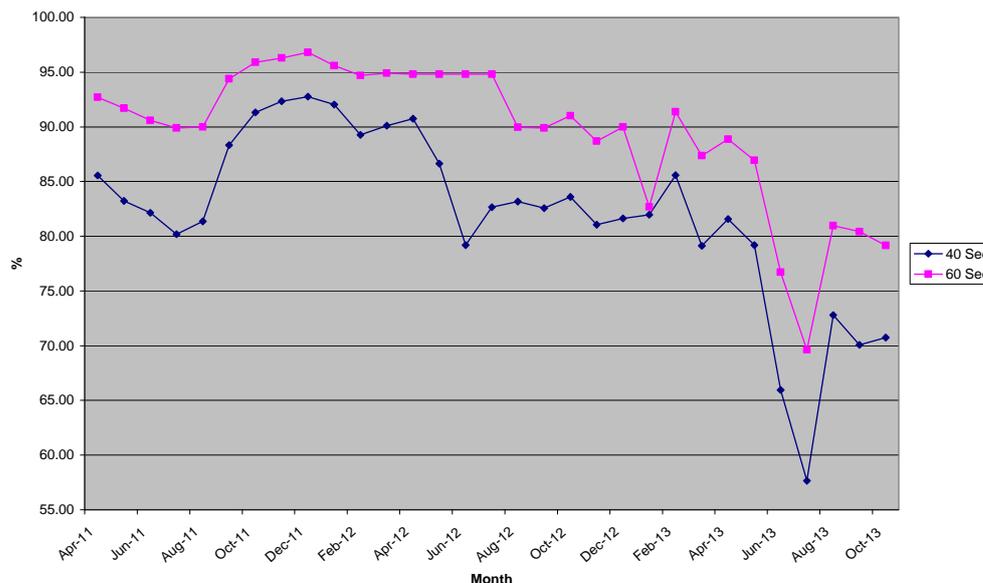
2.1 Performance

2.2 Force Contact Centre (FCC)

With regard to performance the Constabulary adheres to the NPIA National Contact Management Principles and Guidance in relation to the FCC. Whilst there is no National Target, CCMC continues to measure performance as per a locally agreed service level for Non – Emergency Calls.

The below line graphs, charts and information outline performance for Non Emergency Calls within the Department.

Line graph to show monthly average of non-emergency calls answered within 40 and 60 secs (on same graph) over the past two years.



Line graph to show monthly average abandonment rate for non-emergency calls for the past two years.

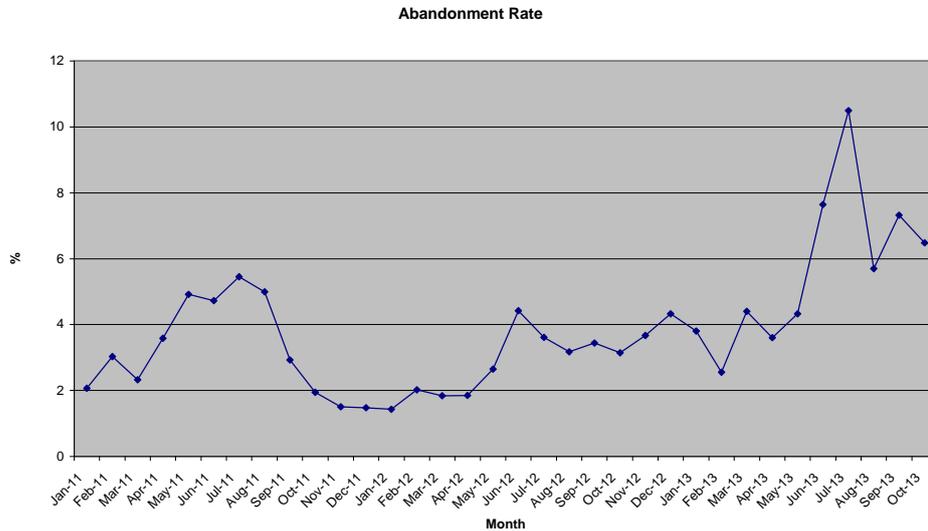


Table to show both current YTD and previous year for proportion of non-emergency calls answered within 40 and 60 secs, and average ring time.

INDICATOR	Time period covered	This Year to Date	2011/12 Outturn
% non-999 calls answered within 40 seconds	Jan to Oct '13	70.73%	87.4%
% non-999 calls answered within 60 seconds	Jan to Oct '13	80.39%	93.6%
Average ring time	Jan to Oct '13	37.60	17.33

Due to technical issues, data for the period April 2012 to July 2012 was unavailable. Therefore these months have been estimated.

Performance in the Force Contact Centre continues to be an issue.

Highlighted below are issues affecting the performance and how these issues are being addressed.

2.3 Information Technology

The IT issues previously reported have reduced from the critical position in June/July of this year but some issues have continued at a lower level. Aspire and Guardian have had long periods where they have been very slow and on occasions have not been available. This has required staff to revert to paper necessitating a subsequent system update.

- 2.4 The current Command and Control system does not identify repeat callers, PSH and vulnerability. This means that operators have increased numbers of searches during calls to manually identify this key risk area for the organisation. This has impacted on the average length of each call.
- 2.5 Our IT systems do not currently incorporate scheduled appointments. These appointments are currently managed through Outlook. This requires staff to interrogate 38 different appointment calendars when scheduling an appointment. These calendars are different in timescales and availability.
- 2.6 A programme board has been established for a new Command and Control system that will incorporate these facilities. This is in the scoping period and will not be introduced in force for a minimum of 12 months.

2.7 **Demand**

	Total Calls Offered		
	2012	2013	Change +/-
April	55753	57644	1891
May	63525	60917	-2608
June	60339	62825	2486
July	65241	70877	5636
August	60803	61394	591
September	58687	59599	912
October	61581	62191	610

Average Number of Incidents

	Daily		% +/-
	2012/12	2013/14	
April	813	841	3.4
May	869	894	2.9
June	854	961	12.5
July	908	1019	12.2
August	879	956	8.8
September	869	910	4.7
October	843	n/a	n/a

Demand in terms of non emergency calls and incidents have increased monthly compared to the previous year.

In addition to this increase in demand, the way FCC deal with calls and incidents has seen a continuous increase in what is required to resolve each call. The complexity of crimes and increase in poverty and subsequent health/

family issues all impact on how demand is addressed. This has led to an increase in risk assessments, initial investigations and protocols.

By way of example there are now 21 different proformas used when recording incidents. The ASB proforma has had the largest impact time wise. That said the way we deal with and the service provided in relation to ASB, vulnerability and repeat callers has improved considerably.

- 2.8 Another example where demand has increased for FCC is in relation to the new national absent category for missing persons. The recording of unauthorised absence commenced in Derbyshire on 9 September 2013 as part of a rollout nationally. The implementation has had a significant impact on FCC staff and the recording of missing persons. Prior to its implementation, each member of staff required two hours training. This was completed in August and September during normal duty hours. The current shift rota does not have dedicated training time allocated within it.

Research previously identified each initial missing person call lasted an average of 15 minutes. The impact on a day for recording and updating missing person reports by FCC was around 6 hours per day. After taking the initial report, FCC would have minimum involvement in any missing person enquiry. FCR would manage the incident, an officer would attend, record details, carry out enquiries and complete a compact report. Each missing person enquiry would be managed by a Sergeant and overseen by an Inspector.

- 2.9 Upon the introduction of the unauthorised absences the onus is placed upon FCC staff to complete an initial risk assessment of whether someone is to be classed as missing or absent. These calls now take on average around 20 minutes each and there is more onus placed on the caller, resulting in more calls back to contact management. The incidents are then retained within the Contact Centre requiring research and regular reviews. Since the introduction of the unauthorised absence initiative FCC have recorded and completely managed 324 unauthorised absences together with initiating a further 843 missing people from September to date. As a department we are managing the risk more proportionately and have significantly reduced the workload placed on police officers. The impact on FCC with regards to the initial recording of missing or absent people has increased by 2½ times per record. As a force this time can be more than offset against 28% saving to police officers time.

This is the latest example of many where the contact centre has taken on a new or increased work stream within the current resources and time available.

3. **Resourcing**

The FCC establishment is 87.5 FTE which equates to 3237.5 hours per week This includes 10 Team Leaders, 4 Senior Operators and 73.5 Operators

The Current Abstractions are 11.19 FTE (12 posts) which equates to 414.03 hours per week (12.79%) This excludes long/short term sickness, and restricted duties/hours.

The abstractions break down as follows:-

Trainees (6 posts) 6 FTE = 222 hours per week (6.8%)
Maternity Leave (4 posts) 4 FTE = 148 hours per week (4.57%)
Vacancies (2 posts) 1.19 FTE = 44.2 hrs per week (1.36%)

There are further projected abstractions due to maternity leave of 2 FTE (2 posts) which equates to 76 hours per week (2.28%)

The recruitment and training of staff is a continuous process. The attrition rate for the department is approximately 6.5%. (Average attrition rates for call centres nationally are in excess of 20%). For our organisation our attrition is largely due to staff seeing the role within the Contact Centre as a positive way to join our organisation. It is seen as a stepping stone to becoming a police officer or PCSO. For example four members of staff from the department have been successful during the latest officer recruitment. Three out of the four have been in the department less than twelve months and have spent at least six months of this time training.

The latest new group of trainees have just completed a three week bespoke classroom induction programme that has been designed for all newly appointed staff. This ensures a consistent and complete baseline is delivered at an early stage, and includes as examples customer service delivery and the importance of NCRS and NSIR compliance. This has meant fewer abstractions for trainers and should reduce the training time. Further recruitment is planned for January 2014. This will include the approved temporary cover for maternity leave.

3.1 Demand Profile Analysis

The review of the current shift patterns worked in the FCC continues but in summary it has been very difficult to identify a pattern that supports the objectives set and discussed in previous reports.

All part time and job share roles within FCC have been reviewed and where necessary changed to ensure we maximise the opportunity to meet demand at the core times. These changes take place in January 2013.

4. Priority Based Budgeting

Using the priority based budgeting process as a framework Contact Management are reviewing every area of work within the department.

Within the Contact Centre a number of options are being progressed to improve efficiency and performance including:-

- Assessing whether we can implement a switchboard option including a call back facility when we are unable to answer a call straight away.
- Increased telephone resolution of some minor crimes rather than creating incidents for police attendance.
- Alternative process for police officers to record crime without them using Contact Centre staff.
- Reduction in number of proformas by making better use of the national decision making model to assess and identify risk.
- Reducing demand by improved referrals to other relevant partners.
- Alternative ways to obtain advice/information or contact us through the internet etc.

4.1 Summary

In summary performance remains an issue for the department in respect of how quick we answer a non emergency call.

It is clear the extra pressures within the FCC have affected morale and stress. Support and consultation have been progressed with Unison and HR. Independent focus groups are taking place week beginning 25th November to support staff and to involve them in moving the performance forward.

Looking at the wider context of performance within Contact Management:-

- Customer satisfaction levels for Ease of Contact are at their best ever (96%).
- Complaints for the department have been reduced by 50% this year.
- Sickness is reducing.
- 999 performance has shown a significant increase sustaining over 90% answered in less than 10 seconds.
- Audits show accuracy and management of risk is good.
- The FCC continues to reduce demand for front line officers.

Work will continue to explore and develop all opportunities to improve performance but as highlighted within this report it is a complex area of business and some of these improvements will take some time.

5. RECOMMENDATIONS

- 5.1 That the Police and Crime Commissioner takes direct assurance from this report that work continues to be progressed to improve the performance of the FCC.

6. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and is contained within report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required.

	LOW	MEDIUM	HIGH
Crime & Disorder	X		
Environmental	X		
Equality & Diversity	X		
Financial	X		
Health & Safety	X		
Human Rights	X		
Legal	X		
Personnel		X	
Risk		X	

Contact details in the event of enquiries	Name: Chief Superintendent Gary Knighton External telephone number: 0300 122 4039 Email address: sgbenquiries@derbyshire.pnn.police.uk
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STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
REPORT OF THE CHIEF CONSTABLE

12E: THE CODE OF PRACTICE FOR VICTIMS OF CRIME

1. PURPOSE OF THE REPORT

- 1.1 The revised Code of Practice comes into operation on 10 December 2013 and this report is to highlight some of the main changes from the original 2006 Code.
- 1.2 A copy of the 2013 Code and the Statutory Instrument are attached, together with a previous report prepared for the SGB 24 June 2013.
- 1.3 The Code is relevant to all six of the Police and Crime Plan objectives:
1. Work to improve the support provided to victims and witnesses,
 2. Work to provide strong and effective partnership working with organisations to facilitate greater impact and use of resources,
 3. Work to keep people, particularly the most vulnerable in our communities, safe from harm, antisocial behaviour and criminal activity,
 4. Work to support local policing and maintain current strength, distributing resources into places of greatest need.
 5. Work to drive continual improvement in performance and
 6. Encourage further investigation into the issues surrounding alcohol-related crime and harm.

2. INFORMATION AND ANALYSIS

- 2.1 The Code consists of 4 chapters – Enhanced Entitlements, Adult Victims, Children and Young People and Businesses and applies to all offences under the National Crime Recording Standard.
- 2.2 It sets minimum standards for Criminal Justice agencies throughout the course of the Criminal Justice process, from point of reporting to post-sentence. All obligations are statutory and the revised Code has increased these to improve victims' experience of, and satisfaction with the Criminal Justice system.
- 2.3 The enhanced entitlements will be available to an increased number of victims who are classed as priority categories, but if an officer feels a victim who does

not fall into this category needs an enhanced service they are able to include them on a discretionary basis. Victims in these categories are entitled to updates within 1 working day. All other victims should receive updates within 5 days, but since the Code was introduced in 2006 Derbyshire has strived to update all victims within 1 working day. The priority categories are:

- Victims of the most serious crime (domestic violence, hate crime, terrorism, sexual offences, human trafficking, attempt murder, kidnap, false imprisonment, arson with intent, wounding or causing GBH with intent)
- Persistently targeted victims (targeted repeatedly as a direct victim of crime over a period of time, particularly if deliberately targeted or victim of a sustained campaign of harassment or stalking)
- Vulnerable and intimidated victims (vulnerable - under 18 years, the quality of evidence is likely to be affected if suffering from a mental disorder, have significant impairment of intelligence and social functioning or have a physical disability or physical disorder, and intimidated – if the quality of evidence is likely to be affected because of distress about testifying in court)

- 2.4 The obligations for keeping victims updated are covered by the Crime Contract process and the New Delivery Model adopted in the Witness Care Unit December 2012.
- 2.5 There is an addition to the procedure with Victim Personal Statements (VPS) which gives the victim the option if a VPS is made to read it out to the court. This was a new addition in the published version of the Code and processes are being established with the CPS and HMCTS.
- 2.6 Businesses are classed as victims under the 2013 Code and are entitled to make an Impact Statement (ISB) on how the loss affects the business and staff. Individual staff victims can still make a VPS.
- 2.7 The Code now says that the police must, where appropriate, offer or direct victims to information on Restorative Justice and how they can take part. If the offender is a young person, the police must pass the victim's contact details to the Youth Offender Team (YOT) to enable them to participate in Restorative Justice, unless asked not to do so by the victim. Restorative Justice is an area that will require further development between agencies in Derbyshire, particularly for adult victims.
- 2.8 CJ formed a working group in force to check all the police obligations are covered. Derbyshire are in a good position as the crime contract meets many of the obligations required.
- 2.9 A communication plan for officers is being developed to launch from 9 December 2013. This will comprise a Special Chief Constable's Order, video pop up and messages of the day/announcements.

- 2.10 An information report has been prepared for the LCJB and the newly formed Victim and Witness sub-group chaired by Mary Bosworth will have this as an agenda item for their meeting on 11 December 2013 to discuss with the other service providers.
- 2.11 The College of Policing are developing a Victims' Code e-learning package, but this will not be available until early next year. West Midlands Police have developed some training materials which will be circulated and shared nationally over the next couple of weeks.
- 2.12 Evaluation of the introduction and consideration of dip test audit processes will be scheduled for March/April 2014.

3. RECOMMENDATIONS

- 3.1 The PCC receives the report to gain direct assurance that this area of business is being managed efficiently and effectively.

4. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime and Disorder	LOW		
Environmental	LOW		
Equality and Diversity		MEDIUM	
Financial	LOW		
Health and Safety	LOW		
Human Rights	LOW		
Legal		MEDIUM	
Personnel	LOW		

Contact details in the event of enquiries	Name: Chief Superintendent Gary Knighton External telephone number: 0300 122 4039 Email address: sgbenquiries@derbyshire.pnn.police.uk
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BACKGROUND PAPERS

- 1. SGB report Draft Code of Practice Victims of Crime 24 June 2013
- 2. Code of Practice for Victims of Crime – October 2013
- 3. Statutory Instruments – The DV, Crime and Victims Act 2004 (Victims' Code of Practice) Order 2013

STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
REPORT OF THE CHIEF CONSTABLE

12F: HEALTH AND SAFETY UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To update the Police and Crime Commissioner (PCC) on matters relating to health and safety legislation, policies, procedures, accident/incident statistical information and horizon scanning.

2. INFORMATION AND ANALYSIS

- 2.1 Health and safety focuses mainly on the risks of injury and ill health that can arise from the wide range of policing activities. The Constabulary recognises that good health and safety management supports the delivery of effective policing services to the people of Derbyshire.
- 2.2 The Constabulary maintains sensible and effective risk management principles to manage risks and ensure the health and safety of its staff. Chief Officer and senior management's commitment including support is key to this process.
- 2.3 Our current statistics provided within this report (Appendix A) relate to Q3. August – October 2013.

3. LEGISLATION UPDATE

- 3.1 Amendments to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) came into force on 1st October 2013. The amendments include changes in terminology of some of the categories of reportable incidents and a significant reduction in the number of reportable occupational diseases (47 listed illnesses reduced to 8 specified categories). This information has been circulated to our HR Department including the Occupational Health Unit for information in order to ensure accurate reporting streams are maintained for HSE notification purposes.

4. EMPLOYER LIABILITY CLAIMS

- 4.1 We currently have 9 open Employee Liability (EL) claims being dealt with by our Legal Services department which have been made between April 2013 and the current date. A total of eight relate to injuries on duty experienced by Police Officers (4) and Police Staff (4)¹ whilst one is in relation to a diagnosis

¹ It is unknown which category the remaining claim falls within with regard employee type

of an occupational disease (tinnitus). Due to on-going legal proceedings no detail on specific cases is available at this time.

5. WORKSTREAMS UPDATE

5.1 Management of Pedal Cycles

Pedal cycles provide Police Officers, Special Constables and Police Community Support Officers (PCSO with an additional highly visible patrolling option to supplement patrolling on foot or in police vehicles.

Across forces there has been concerns regarding the safety of staff using cycles on police business without the correct level of competency and right equipment. A PCSO in Manchester was killed in a road traffic collision (RTC) whilst working on a cycle and the Royal Mail have been prosecuted following an accident to an employee on a cycle that was not properly maintained.

Work is currently ongoing with regards the overall management procedures and arrangements for the purchase and servicing of pedal cycles used by operational officers. A recent audit indicated variances across BCUs with how pedal cycles are procured, managed and maintained with no central funding available or approved contract in place with one or more supplier or service provider.

The Force needs to be able to demonstrate that it has taken all steps reasonably practicable to ensure the safety of its own staff as well as the safety of the members of the public. The introduction of the Corporate Manslaughter and Corporate Homicide Act 2007, in addition to the existing health and safety legislation, requires such measures to be taken. A meeting is scheduled with Business and Administration Support to review our current arrangements and suggest ways forward.

5.2 Force Radiation Sources – Inspection

A joint inspection was undertaken in September by the Health and Safety Section and our externally appointed Radiation Protection Advisor (RPA). The purpose of the visit was to establish the level of compliance with the Ionising Radiations Regulations 1999 (IRR99), to identify any non-compliance issues and areas for improvement.

The inspection highlighted no major non-compliance issues with those recommendations being made relating to limited administration systems in place for the overall management of radiation sources within the Force. These ranged from ensuring formal notification to the Health and Safety Executive of our radiation sources and the correct identification of radiation sources by appropriate signage / labelling. A report detailing actions for improvement was issued to our internally appointed Radiation Protection Supervisor (RPS) a post within our Operational Planning section.

5.3 Adverse Weather

In preparation for adverse weather conditions the Forces intranet page has been reviewed and updated. Our Adverse Weather Icon will be put onto the Intranet during December and includes:-

- Guidance on work attendance and procedures during Adverse Weather relevant HR policies
 - Driving in Snow & Ice Guide (ver2) includes a 'public version' also on DC website (leaflets have been produced for Roads Policing as part of their current Public Road Safety Campaign)
 - Risk assessment for Snow & Ice Clearance
 - Snow & Ice Clearance Staff Guide
 - Business Continuity – Fleet 4x4 and winter tyre fitments
 - Policing the Roads – Plan for Snow & Ice
- The web-page will also be highlighted on 'Message of the Day' when adverse weather is forecast.

PREVIOUSLEY REPORTED ITEMS – UPDATE

5.4 Health and Safety Intranet Site

Our intranet page has now been fully reviewed and re-launched to enable staff to access relevant health and safety information via more direct routes. Our newly developed 'Manager Guides' for are also now available on the website to view and / or download.

5.5 Automated External Defibrillator (AED)

Stakeholder meetings have now been held with a decision taken to seek approval for the purchase of new equipment across the Force. A business case outlining various options has been submitted to the Director of Finance and Administration for approval and budget allocation. It is intended to purchase 14 new AED's and 3 training units for our Custody Suites, Armed Response Units and a new unit to be located within the Multi Purpose Hall at FHQ. Subject to funding approval it is anticipated that the new equipment will be in place by the end of 2013.

5.6 Workplace Stress Policy

A recent review has been conducted of the Force's guidance documents for dealing with workplace stress. The staff associations have been fully consulted on the revised documentation including the content of an Employee Factsheet which has also been developed. All local and Force Health and Safety Committees have been kept informed of the changes with the revised documentation being posted on the Force intranet. Work related stress and mental health often go together and for employers it continues to be a major cause of sickness absence.

6. INCIDENT/ACCIDENT STATISTICS

6.1 Attached at 'Appendix A' are the incident/accident statistics, which are represented as follows:

- Graph 1 - Shows total number of incidents and reportable incidents from 2009 to 2013.
- Graph 2 – Number of Incidents per 100 Employees (April 2009 – October 2013).

It is inevitable in policing that there will be peaks and troughs in the number of incidents/accidents. Since the implementation of the new seven day reporting system, HSE reportable incidents have fallen and are continuing to fall so far this year. However, we traditionally see an increase in incidents/accidents as we move into the autumn/winter period.

Statistical data continues to be provided to both local and Force Health and Safety Committees and we continue to encourage employees to report accidents promptly, to enable the Force to meet its HSE reporting deadlines. Continued efforts are also being made to collect comparative incident/accident data between East Midlands regional forces and nationally for benchmarking purposes.

6.2 National Statistics

The Health and Safety Executive has recently published accident statistics for the UK between April 2012 and March 2013. The figures are as follows;

- 19,707 major injuries such as amputations, fractures and burns, to employees, i.e. a rate of 78.5 injuries per 100,000 employees, compared with 22,094 in 2011/12 and a rate of 88.5 per 100,000 employees
- 148 workers were fatally injured during the period, down from 171 the previous year (the average for the past five years is 181 worker deaths per year)
- Workplace injuries and ill health (excluding work-related cancer) cost employers and society an estimated £13.8 billion in 2010/11 compared with £16.3 billion in 2006/07.

7. SIGNIFICANT INCIDENTS

There are no incidents of specific note for inclusion in this report.

8. HORIZON SCANNING

8.1 A police officer from Avon and Somerset Police has suffered serious head injuries after falling through a garage roof in Bristol whilst chasing a suspect; given the circumstances of this case involving a fall from height and its potential for attracting a formal investigation by the Health and Safety Executive (HSE), we will monitor developments around this accident given case law which involved officers of the Metropolitan Police falling through roofs in similar incidents in 1999 and 2000. In both cases the Metropolitan

Police were prosecuted by the HSE following "a lengthy investigation" into whether the Metropolitan Police had sufficiently protected its officers from the dangers of falling from or through roofs while chasing suspects.

9. RECOMMENDATIONS

- 9.1 It is recommended that the PCC receives this report to gain direct assurance that this area of business is being managed efficiently and effectively.

10. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime & Disorder	X		
Environmental		X	
Equality & Diversity	X		
Financial	X		
Health & Safety		X	
Human Rights	X		
Legal		X	
Personnel		X	

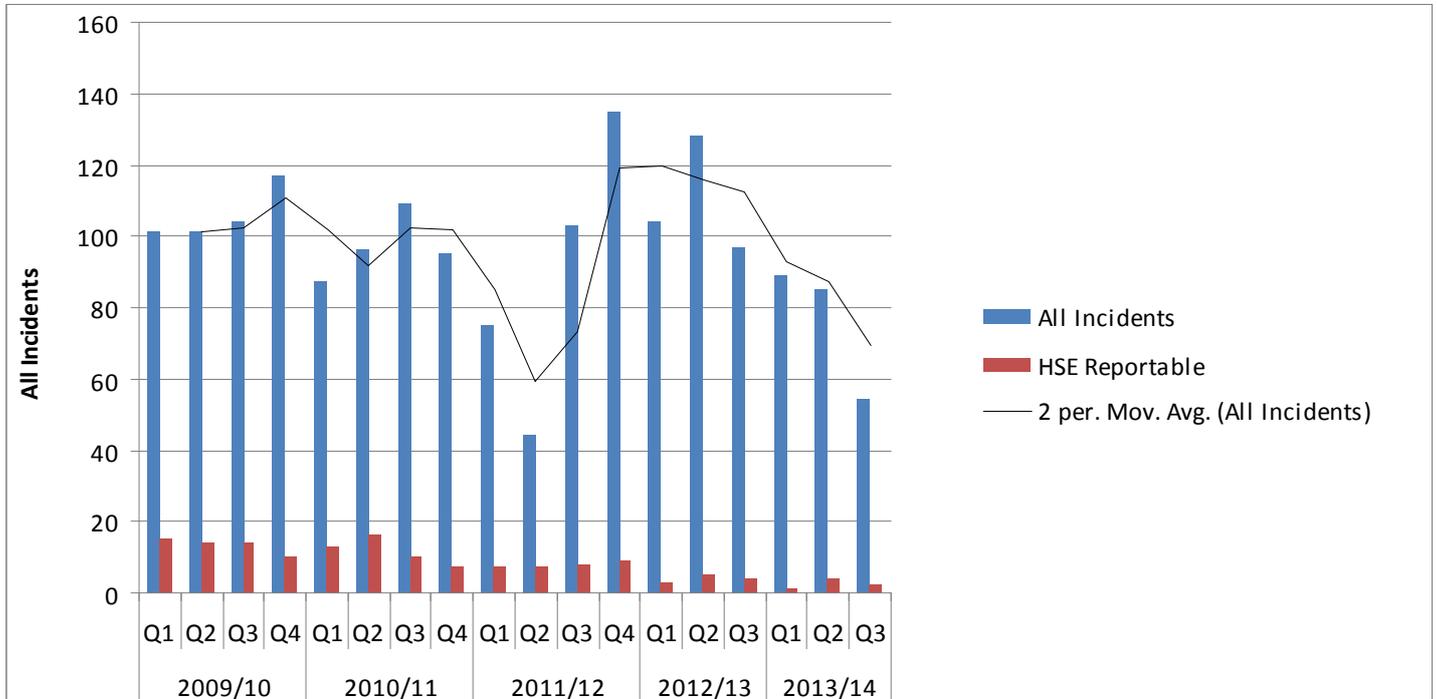
Legal and legislative compliance is a necessity, which if infringed can damage the reputation of our organisation. Therefore, all risks that have a direct impact on the service delivery of the force are addressed in order to minimise losses.

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ATTACHMENTS

Appendix A – Incident Report

Derbyshire Constabulary
Incident Report - Aug 1st 2013 to 31st October 2013



GRAPH 1

Table 1. Overall Incident Figures: Aug 1 st 2013 to 31 st October 2013																			
	2009 / 2010				2010 / 2011				2011 / 2012						2013/14				
Period	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q1	Q2	Q3	Q4
Total Incidents	101	101	104	117	87	96	109	95	75	44	103	135	104	128	97	89	85	54	
HSE Reportable	15	14	14	10	13	16	10	7	7	7	8	9	3	5	4	1	4	2	

Overall Incidents¹

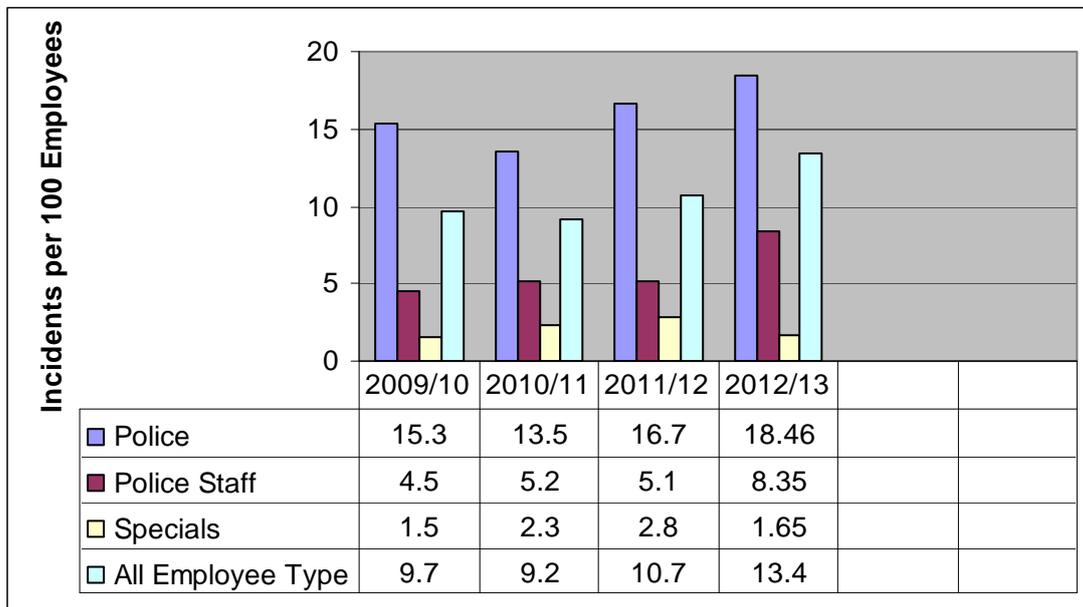
The data is based on incidents from 2009 to the present date and the latest incidents are those recorded from the 1st August 2013 to 31st October 2013. Information for the latest recorded incidents is obtained from the EMCHRS Gateway HSR system that was introduced in March and mirrors the employee self-reporting system that is used to record an accident or near-miss. The line on the chart indicates the general trend

¹ These statistics are based on quarterly reporting following the financial year pattern (April – March).

in incidents including reportable incidents since 2009. There has been a marginal reduction in the figures since the last quarter results.

The data provided within Table 1 above and that of Table 2 over the page appears to be identifying a significant reduction in the number of accidents which have been reported within the first 3 quarters of this year. Whilst this should be seen as a good indication of the positive effects the management and promotion of health and safety is having across the Force, it may also be an indication of an element of under-reporting. Anecdotal evidence with regard the possibility of under-reporting has been uncovered as a result of performance issues being identified with the Gateway System and feedback from managers with regard the ease of accessing the system to report accidents or near misses. The Health and Safety section are aware of these issues and are currently taking action to improve future system performance

It is encouraging to note, the number of HSE reportable incidents this quarter has reduced by 50% on the previous reporting period.



GRAPH 2

Incidents per 100 employees - The current figures per 100 staff are steadily increasing and are currently higher at quarter 3 in this reporting year than the overall annual totals for the previous 3 years. This may be due to the shift in police officer and police staff numbers that have fluctuated over this period, the general trend being reductions. The chart shows more historical data by comparison with the chart above that illustrates figures up to the end of October 2013.

Table 2.						
Overall Incident Figures by Department: April 1st 2013 to 31st October 2013						
	2009	2010	2011	2012	2013	TOTAL
A Division	84	78	77	N/A	N/A	239
B Division	37	41	36	55	26	195
C Division	69	63	70	74	38	314
Contact Management	4	3	2	32	9	50
Community Safety	-	-	-	-	-	0
Corporate Development	-	-	-	2	3	5
Crime Support	26	19	21	23	10	99
Criminal Justice	24	22	20	19	9	94
D Division	81	79	77	115	31	383
Executive	-	-	-	-	-	0
Finance and Business	-	-	-	14	2	16
Finance and Admin	11	14	15	1	-	41
Human Resources	13	7	5	10	5	40
Information Services	-	1	-	9	-	10
Training Services	-	-	-	-	-	0
Legal Services	-	-	-	1	1	2
Operational Support	53	54	48	52	23	230
Professional Standards	1	-	-	1	-	2
Regional Units	1	-	-	8	2	11
TOTAL	404	381	371	416	159	1731

The above table illustrates the variances year on year by Division and Department. Notably, our highest incident rates occur on C and D Divisions with higher staffing levels policing our more urban areas. Noticeably, B Division still sees a yearly increase in its incident figures, but these may be tourism-related incidents over the spring/summer months.

Table 2 above provides further evidence of potential under reporting of incidents particularly for D Division which is currently showing approximately a 75% reduction in reported incidents for the current year. This may be a slight exaggeration as there is still the figures for quarter 4 to be included to show a more accurate reduction level.

Table 3.				
HSE Non-Reportable Incidents By Type: April 1st 2013 to 31st October 2013				
Division/Department	Accident	Assault	Near Miss	Totals
B Division	7	3	1	11
C Division	8	5	-	13
D Division	7	4	-	11
Operational Support	9	2	-	11
Crime Support	3	-	-	3
Contact Management	7	-	-	7
Criminal Justice	1	-	-	1
EMSOU	-	-	-	0

Table 4.			
HSE Reportable (RIDDOR) Incidents By Type: April 1st 2013 to 31st October 2013			
Division/Department	Accident	Assault	Totals
B Division	-	-	0
C Division	-	1	1
D Division	5	1	6
Operational Support	1	1	2
Crime Support	1	-	1
Contact Management	-	-	0
Finance and Administration	-	-	0
Finance and Business	-	-	0
Information Services	-	-	0
EMSOU	-	-	0

HSE Reportable Incidents

During the current period we have seen a reduction in reportable incidents, with those reported being dislocations and fractures experienced by Officers whilst on duty. Following further investigation into these incidents inclement weather conditions appeared to be a factor in both cases.

Table 5.				
Incident Causes by Employee / Officer Type: April 1st 2013 to 31st October 2013				
Cause	Police Staff	Police	Special	Totals
Bite	2	9	-	11
Cut	5	16	-	21
Chasing	-	2	-	2
CS Spray	-	-	-	0
Equipment	-	2	-	2
Head butted	-	-	-	0
Fall same level	3	2	-	5
Fall from Height	-	3	-	3
Forcing Entry	-	1	-	1
Hit with Object	-	1	-	1
Hit by Falling Object	-	-	-	0
Hit by Moving Object	-	3	-	3
Grabbed	-	-	-	0
Kicked	-	3	-	3
Lifting/Handling	4	6	-	10
Needle stick Injury	1	2	-	3
Other	7	10	-	17
Punched	3	2	-	5
Pushed	2	-	-	2
Resisting Arrest	-	19	-	19
Restraining Prisoner	6	12	-	18
RTC	-	8	-	8
Slip	1	4	-	5
Training	1	10	-	11
Trapped	-	1	-	1
Trip	3	1	-	4
Trodden On	-	-	-	0
Unknown	-	-	-	0

Near Miss	-	3	-	3
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Table 6.										
Comparison of Incidents by Division: April 1st 2013 to 31st October 2013										
	B Div	C Div	D Div	Contact Mgmt	Crime Support	CJD	F&B	Corporate Services	Legal	Ops. Support
Accident	4	6	5	5	7	2	-	1	1	6
Assault	5	5	8	-	-	1	-	-	-	-
RTC	0	-	1	-	-	-	-	-	-	3
Total	9	11	14	5	7	3	0	1	1	9

Summary

In this quarter, the Force has seen a 50% decrease in the rate of HSE reportable accidents as well as a noticeable reduction in overall incidents being reported across the Force. Statistical data continues to be provided to all local and Force Health and Safety Committees. It is inevitable in policing that there will be peaks and troughs in the number of incidents/accidents as the operational climate dictates, but where specific incidents/accidents have caused a peak, our data is further analysed to establish if lessons need to be learned. We also continue to encourage employees to report accidents promptly via our Force-wide poster awareness campaign encouraging all staff to report injuries and near-misses.

STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
JOINT REPORT OF THE CHIEF EXECUTIVE AND CHIEF CONSTABLE

13A: RAPE SCRUTINY PANEL

1. **PURPOSE OF THE REPORT**

- 1.1 To provide the Commissioner and Strategic Governance Board with an overview of the recent work of the Rape Scrutiny Panel within Derbyshire Constabulary and the work undertaken between April 2013 and October 2013. The panel met four times during this period and reviewed ten cases.

INFORMATION AND ANALYSIS

2. **BACKGROUND**

- 2.1 The investigation of rape is complex and requires a number of agencies to work together to ensure support for victims and effect prosecution of offenders. The purpose of the Derbyshire Rape Scrutiny Panel is to review concluded rape investigations independently of the Force to identify areas of best practice and opportunities for improved working practice.
- 2.2 All the members of the Panel have expertise and experience in the area of sexual assault and are independent of the Force and Commissioner's Office. This allows the Panel to provide independent oversight, adds to the transparency of the investigation process and gives partner agencies greater understanding of the complexities involved in a rape investigation. The Panel is chaired by Kate Alcock, an independent member of the IAG with members drawn from the following organisations: Derbyshire Criminal Justice Board, SV2 (previously known as Rape Crisis), Derby Women's Work Project, Victim Support and Derbyshire Friend.

3. APPROACH

3.1 The Panel Chair works with the Derbyshire Police SOLO (Sexual Offence Liaison Officers) Unit to identify cases to be examined. This may follow a theme, such as domestic rape or male rape. The panel also reviews incidents recorded as “No Crime” in order to ensure force wide compliance. Prior to the meeting all members of the Panel are circulated with copies of the investigating officer’s overview report and decision documentation from the CPS. The SIO (Senior Investigating Officer) or if unavailable another officer involved in the investigation attends the Panel meeting to provide further information and to answer questions.

4. APRIL MEETING.

4.1 The focus of the April 2013 meeting was for the panel to review two cases which had been filed as a “No Crime” (in one case had subsequently failed an audit by HMIC) and one case which was undetected.

4.2 The first case considered by the panel involved a woman working as a social escort who had previously worked as a prostitute who alleged rape 9 days after staying overnight at a client’s home. Forensic opportunities were therefore very limited. The suspect denied having any sexual contact and other evidence supported the suspect’s account. The panel found this a very difficult case to review. Whilst acknowledging the vulnerability of the victim there were inconsistencies in her account and the panel agreed with the decision to “No Crime” this case.

4.3 The panel recognised the difficulties of encouraging sex workers to engage with the police and SV2 due to chaotic lifestyles. A national “Ugly Mugs” scheme had been established whereby evidence is collated nationally on clients of sex workers whose behaviour gives cause for concern. Some perpetrators of sex crimes use prostitutes as “test” victims and go on to attack other sex workers and non sex workers. The aim is to build confidence in the

sex worker community to encourage direct reporting to police and to assist police with building intelligence on potential perpetrators.

- 4.4 In the second case considered at the April meeting the Panel involved the offence of “sexual activity with a child”. The girl, age 15 instigated contact on Facebook with an 23 year old male, representing herself as being 19 years old. The panel agreed with the original decision to “No Crime” this case.
- 4.5 The third case involved an allegation of anal rape of a woman by her professional masseur. There was a delay in the reporting of the rape and the victim would not allow forensic examination of her belongings. The investigation team made enquiries of other clients of the masseur (without disclosing the nature of their investigation) but no one else reported any concerns. The investigation team had undertaken wide scale enquiries and the panel agreed that the investigation had been thorough, but there was no realistic prospect of being able to build a credible case.
- 4.6 There was a clear theme of the difficulties of progressing investigations where there has been a delay in reporting.

5. **JUNE MEETING**

- 5.1 At the June 2013 meeting the panel considered two cases which had resulted in “not guilty” verdicts at court and one case which had been recorded as a “No Crime”.
- 5.2 The panel agreed with the decision to “No Crime” the report of rape by a 15 year old as there was evidence that she had consented to the sexual activity and the victim and suspect were very close in age. One concern was the clear peer pressure from friends on the suspect to have sex with the victim.
- 5.3 The panel gave very positive feedback to the Force on their management of the second case which had resulted in a not guilty verdict although the case had been very strong. The CPS has also carried out its own review following

the case and determined that it was a perverse decision by the jury. This case is particular sad because it has had long term implications for the victim including the removal of her child for adoption. The panel raised concern about the ability of juries to understand the effect of rape on victims and there was strong support for the introduction of specialist judge only courts for serious sexual offences.

- 5.4 The third case involved a historical rape of a 16 year old in the late 1970s which resulted in a not guilty verdict. The panel was impressed by the thoroughness of the investigation and the ongoing support to the victim.

6. **AUGUST MEETING**

- 6.1 At the August meeting the panel focussed on cases involving vulnerable victims where the decision was taken not to charge the suspects because there was not a realistic prospect of successful prosecution (“finalised pre-charge”).
- 6.2 The first case involved a middle aged woman with significant undiagnosed learning difficulties. She had moved into sheltered accommodation after the death of both her parents with whom she had lived throughout her life. She was allegedly raped by a neighbour who was a recovering alcoholic with whom she had become friendly although he claimed that sex had been consensual. This case (and one considered at the October meeting) highlights the difficulty about whether an adult has the capacity to consent and how a suspect can assess whether or not the victim has that capacity. The panel found this a difficult case to review. The panel expressed considerable concern about the suitability of placing a recovering alcoholic in a centre with vulnerable people, and expecting a vulnerable person to live independently without adequate support.
- 6.3 The panel chair has spoken to the PCC about this case and through the Central Referral Unit and the Force has raised its concerns to DCC about such accommodation placements.

- 6.4 The second case involved a vulnerable victim who had previously made a false allegation of rape. The panel agreed that the case should be filed as “no further action” and agreed with the very detailed rationale of the DS taking this decision. This case was an example of a suspect targeting a vulnerable person, getting that person into debt with them and then seeking sexual favours in payment.

7. **OCTOBER MEETING**

- 7.1 The panel considered two cases where the suspect/offender had been charged with offences and the cases had been discontinued prior to trial.
- 7.2 The first case involved a particularly vulnerable victim, a young woman living in a Specialist care home for females with learning difficulties and mental health and self-harm issues. The victim had sex with her male care worker. The parties disagreed as to who had instigated the sexual activity and whether it had been consensual. The care worker showed a significant lack of judgement. The case, like the second August case fell on the issue as to whether it could be proven that at the relevant time the complainant had a mental disorder and the suspect knew or could be reasonably be expected to have known that she had a mental disorder. The victim had previously been a victim of abuse and had a long and deeply troubled history. The CPS took Counsel’s opinion on whether or not the suspect could be charged with rape. In summary the advice was that the jury would be highly unlikely to convict when they had heard the considerable quantity of information about the complainant which would undermine the case and assist the defence.
- 7.3 The panel expressed considerable concern about the residential placement of this victim, the recruitment processes and training of carers and whether or not the home had made a referral to Adult Social Care. This is being followed up by the Force. A request has been made that this case be reviewed by the CPS Violence Against Women and Girls Panel on 21 November which the

panel chair is due to attend. At the time of writing it is not known whether this request has been successful.

- 7.4 The second case involved a domestic rape where the victim decided that she did not wish to proceed with the case prior to the court date. The panel were satisfied with the investigation and it was clear that the victim would not change her decision.

8. **FURTHER WORK**

- 8.1 SV2 is now delivering a programme to Year 11 pupils (age 15/16) around the issue of consent. The programme covers such issues as the law, grooming and social networking. Early feedback has been positive. A video, "Where's your line" and includes an actual rape so it is not suitable for younger pupils. School have asked SV2 to develop a programme for younger students in relation to social networking and exploitation and SV2 intends to apply for further funding to progress this work.
- 8.2 A number of the cases reviewed indicate an inability of juries to understand the effect of rape on victims and their reasons for delay in reporting.
- 8.3 The panel is concerned about the difficulty in bringing successful prosecutions where the adult victim is vulnerable because of mental health, mental capacity or lifestyle issues.
- 8.4 The current legislation around sexual offences places a considerable burden on the prosecution to prove that the victim was not able to give the necessary consent to sexual activity AND that the suspect knew, or could reasonably be expected to know that the victim was unable to do so. The situation is even more difficult if the victim has a troubled background (which will be disclosed to the defence prior to trial) and/or if she has previously made allegations of rape. The impact of this is that vulnerable people have effectively become "soft targets" for predatory sexual offenders and without a change in the law the Police and CPS will find it very difficult to bring successful prosecutions.

- 8.5 There is strong support amongst the panel members for the introduction of specialist judge only courts for serious sexual offences.
- 8.6 SV2 report that the number of people reporting rapes to them has double in recent months.
- 8.7 The panel has requested the attendance of the CPS RASSO attend at the panel meeting.

RECOMMENDATIONS

- i. That the Police and Crime Commissioner supports the Rape Scrutiny Panel continuing to meet bi-monthly to provide independent oversight of Rape Investigations in Derbyshire.

IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH –supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW– nonnarrative required

	LOW	MEDIUM	HIGH
Crime & Disorder		✓	
Environmental	✓		
Equality & Diversity		✓	
Financial	✓		
Health & Safety	✓		
Human Rights		✓	
Legal	✓		
Personnel	✓		

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STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
REPORT OF THE CHIEF CONSTABLE AND TREASURER

14A: FINANCE BRIEFING – PERIOD 7

1. PURPOSE OF THE REPORT

- 1.1 This report provides an overview of the financial position for the Force as a whole as a period 7 (25 October 2013).

2. INFORMATION AND ANALYSIS

- 2.1 The document provides information on both the revenue and capital budgets as well as Treasury Management.
- 2.2 At this stage the figures are becoming firmer and now take account of a more detail review of force budgets linked to the revised estimates process.
- 2.3 This review has identified further savings related to the inflation provision within the current budget, which is no longer required. Coupled with further projected savings for police officer staffing costs, as a result of the timing of police officer retirements and new intakes, this means that the level of under-spending is projected at closer to £3m.
- 2.4 We cannot predict the impact of future policing demands which may impact on the budget, although this is still likely to be accommodated within the existing budget.
- 2.5 At this stage, there are no immediate issues that give rise to concern and it is expected that spending will be well within the allocated budget.
- 2.6 The Briefing also highlights progress against other business areas including Estates Management, Information Services and Procurement.

3. RECOMMENDATIONS

- 3.1 That the Commissioner notes the current financial position of the Derbyshire Police as set out in the Finance Briefing Document.

4. IMPLICATIONS

	LOW	MEDIUM	HIGH
Crime & Disorder	X		
Environmental	X		
Equality & Diversity	X		
Financial	X		
Health & Safety	X		
Human Rights	X		
Legal	X		
Personnel	X		

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ATTACHMENTS

Appendix A Finance Briefing (Period 7)

FINANCIAL BRIEFING – DERBYSHIRE POLICE

Executive Summary

Finance

	This Month	This Month
Budget Out-turn	£1.968m (underspend)	£3.028m (underspend)
Collaboration	£0.335m (underspend)	£0.335m (underspend)
Treasury Management	0.56%	0.55%
Capital Programme committed	36%	41%
Reserves (projected)	£39.434m	£39.434m

The projected under-spend for the year has increased significantly, mainly as a result of reviewing the inflation provision within the budget, which is no longer required at the revised estimate stage. Further savings are arising due to the timing of officer retirements and new intakes.

Estates

	This Month	This Month
Schemes in Preparation	3	3
Schemes Out for Tender	1	1
Schemes Commenced		1
Schemes Underway	2	2
Schemes Completed	1	

- The Biomass Boiler is now operational
- Works at St Mary's Wharf have now commenced
- Works to previous control room at C Divisional HQ now underway

IS

	This Month	This Month
Proposal	6	4
Start Up		1
Execution	14	12
Closure	2	2
Completion		2

New projects in the early stages include the evaluation of a potential long term replacement for Crime and Intelligence and Case and Custody, as well as replacement for Command and Control and ICCS. The network improvement project is now complete.

Procurement

The major procurement this month were under Government Frameworks for Gas and Electricity. The main focus of procurement work continues to be around IS and Estates procurement.

FINANCIAL BRIEFING – DERBYSHIRE POLICE

Overall Financial Performance

Overall Financial Performance	Original Budget £000	Expected Year- end Projection £000	Variance £000
Office of the PCC	1,533	1,504	(29)
Derbyshire Constabulary	166,310	163,311	(2,999)
Contribution to Reserves	-633	-633	0
TOTAL	167,210	164,182	(3,028)

Key Variances

Anticipated Savings	£000	Additional Spending	£000
Police Officer Overtime	(282)		
Police Officer Pay – Timing of intakes & leavers	(1,324)	Police Pensions - Based on number of ill health retirements	735
Police Staff Pay	(241)		
Other Employee Expenses	(66)		
Premises Costs		Premises Costs	
Rates	(52)	Repairs & maintenance	39
Unitary Fee - PFI	(56)	Utilities	113
Various Other	(83)	Rents	69
Transport Costs		Transport Costs	
Fuel	(40)	Hire of vehicles	27
Travel Costs	(61)		
Various Costs	(35)		
Supplies & Services and Agency Costs		Supplies & Services	
Equipment	(129)	Professional Fees	38
Uniform	(48)	Photocopiers	68
Printing & Stationery	(37)	Police Surgeons	35
IT Related	(177)		
Helicopter	(40)		
Vehicle Recovery Contract (Including income)	(49)		
Various Other	(116)		
Pay & Price Contingency	(776)		
Government Grants	(147)	Interest Receipts	110
Regional Units	(335)	Income	15
Secondments	(33)		
Regional & National Policing	(91)		
Grants & Partnerships	(30)		
PCC	(29)		
TOTAL	(4,277)	TOTAL	1,249

Police Officer Pay and Allowances: £1.324m underspend. The underspend has increased from last month due to updating the forecast cost of intakes, pay awards and increments. The underspend reflects the timing differences between the leavers to date and the expected intakes.

Pay & Price Contingency: £0.776m underspend. The budget for the pay and price contingency will be removed for the revised budget, as it not required for this financial year.

Future Financial Pressures

FINANCIAL BRIEFING – DERBYSHIRE POLICE

The impact of the three major incidents that occurred in October is still largely unknown at this point in time. The amount of Police Officer overtime relating to these incidents that has been processed to date is approximately £50k. The full impact will be reflected in future reports.

Collaboration

COLLABORATION	Budget £000	Projected Out-turn £000	Variance £000
Cash Contributions	5,650	5,574	(76)
Officers in Kind Contributions	1,993	1,983	(10)
Non-shared Contributions - E M Major Crime Unit	2,325	2,076	(249)
Non-shared Contributions - Contrib to Software Maint	19	19	0
TOTAL	9,987	9,652	(335)

Treasury Management

	Previous Year £m	Budget £m	This Month £m	Last Month £m
PWLB & Transferred Debt	8.106	7.560	7.873	7.873
PFI Liabilities	13.715	13.466	13.570	13.591
Total Borrowing	21.821	21.026	21.443	21.464
Total Average Investments	50.37	50.0	52.7	52.1
Total Investment Income	(0.404)	(0.400)	(0.212)	(0.166)
Average Interest Earned	0.79%	0.80%	0.55%	0.56%
Average LIBID Rate	0.33%		0.31%	0.31%
Base Rate	0.50%	0.50%	0.50%	0.50%

It is estimated that total investment income by the end of the year will be £290k.

FINANCIAL BRIEFING – DERBYSHIRE POLICE

Capital Programme

	Buildings £m	Equipment & vehicles £m	IT £m	Invest to Save £m	EMCTIU £m	Total £m
Actual to 25 October 2013	850	438	352	9	(1)	1,648
Commitments & Payments to be paid	586	599	795	119	0	2,099
Total to 25 October 2013	1436	1037	1147	128	(1)	3,747
Revised Capital Programme	2,453	1,620	4,714	424	38	9,249
Budget remaining	1,017	583	3,567	296	39	5,502

Further detail on the progress of schemes is contained in the following sections of this report.

Reserves

	Balances at 31/03/13 £000	Projected Movements 2013/14 £000	Transfers Between Reserves £000	Projected Contributions to Capital 2013/14 £000	Estimated Balances at 31/03/14 £000
GENERAL RESERVES	3,300				3,300
Useable:-	32,507	(457)	0	(2,697)	29,353
Non-useable:-	6,978	(197)	0	-	6,781
TOTAL EARMARKED RESERVES	39,485	(654)	0	(2,697)	36,134
TOTAL RESERVES	42,785	(654)	0	(2,697)	39,434

Other Finance News

The UK's inflation rate, as measured by the consumer prices index (CPI), fell to 2.2% in October from 2.7% the month before.

The surprise fall saw CPI inflation drop to its lowest rate for more than a year and eases pressure on the Bank of England to raise interest rates.

The Bank of England has said it will not consider raising interest rates from their record low of 0.5% until the unemployment rate falls to 7%. The unemployment rate fell to 7.6% in the three months to September which is the lowest it has been in three years. This means the Bank of England could increase interest rates earlier than expected, updated forecasts suggest this may happen in late 2015 rather than late 2016.

FINANCIAL BRIEFING – DERBYSHIRE POLICE

Detailed Budget Analysis				Annex A
	Original Budget £000	Expected Year-end £000	Variance £000	
Derbyshire Police				
Crime & Territorial Policing	16,647	16,187	(460)	●
Operational Support	16,303	16,234	(69)	●
Corporate Services	6,092	6,088	(4)	●
Finance & Business Services	13,405	13,138	(267)	●
Force	103,243	101,379	(1,864)	●
EMSOU	9,987	9,652	(335)	●
Office of the PCC	1,533	1,504	(29)	●
TOTAL	167,210	164,182	(3,028)	●
Subjective Analysis	Original Budget £000	Expected Year-end £000	Variance £000	
Police Officers & Pensions	96,395	95,524	(872)	●
Police Staff	35,695	35,454	(241)	●
Other Indirect Officer/Staff Costs	592	526	(66)	●
Premises	8,755	8,785	30	●
Transport	3,736	3,627	(109)	●
Supplies & Services, Agency, Pay and Price Contingency, Debt Charges and RCCO	15,974	14,635	(1,339)	●
Regional Units	9,987	9,652	(335)	●
Secondments	33	0	(33)	●
Contribution to National Policing	24	-68	(92)	●
BCU Funds	626	626	-	●
Partnerships & Other Grants	660	632	(28)	●
Contribution from Reserves	(658)	(658)	-	●
Office of the PCC	1,533	1,504	(29)	●
Income	(6,142)	-6,057	85	●
TOTAL	167,210	164,182	(3,028)	●
<p>() Underspend ● Low risk/no action required ● Medium risk/management review required ● High risk/management attention required</p>				

FINANCIAL BRIEFING – DERBYSHIRE POLICE

Detailed Capital Analysis

Annex A

	Buildings	Equipment & vehicles	IT	Invest to Save	EMCTIU	Total
	£m	£m	£m	£m	£m	£m
Actual to 25 October 2013	850	438	352	9	(1)	1,648
Commitments & Payments to be paid	586	599	795	119	0	2,099
Total to 25 October 2013	1436	1037	1147	128	(1)	3,747
Revised Capital Programme	2,453	1,620	4,714	424	38	9,249
Budget remaining	1,017	583	3,567	296	39	5,502

Reserves

	Balances at 31/03/13	Projected Movements 2013/14	Transfers Between Reserves	Projected Contributions to Capital 2013/14	Estimated Balances at 31/03/14
	£000	£000	£000	£000	£000
GENERAL RESERVES	3,300				3,300
EARMARKED RESERVES					
Useable:-					
Operational Priorities	1,325				1,325
Operational Funding	19,282				19,282
Contribution to Capital	5,819			(1,774)	4,045
Helicopter	50				50
Carry-forwards	3,608	(207)			3,401
Police & Crime Commissioner Transition	1,000	(250)			750
Pensions	500				500
Invest To Save	923			(923)	0
	32,507	(457)	-	(2,697)	29,353
Non-useable:-					
PFI - Ilkeston	1,282	(26)			1,256
PFI - Derby	4,253	(188)			4,065
Helicopter Debt Charges	267	7			274
Insurance	1,176	10			1,186
	6,978	(197)		-	6,781
TOTAL EARMARKED RESERVES	39,485	(654)		(2,697)	36,134
TOTAL RESERVES	42,785	(654)		(2,697)	39,434

PERIOD 7 – 25 October 2013

STRATEGIC GOVERNANCE BOARD
9 DECEMBER 2013
REPORT OF THE CHIEF EXECUTIVE

15A DECISIONS TAKEN BUT NOT YET REPORTED TO THE STRATEGIC GOVERNANCE BOARD

1. PURPOSE OF THE REPORT

1.1 This report is a formal record of the Decisions that have been taken by the Commissioner that have not yet been included on a Strategic Governance Board agenda.

2. INFORMATION AND ANALYSIS

2.1 The Meetings and General Protocols policy requires that any decision taken by the Commissioner between Strategic Governance Board meetings are reported to the next Board Meeting.

2.2 A record of all decisions made are published on the Commissioner's website as soon as possible after the decision is made and are therefore available as public information at <http://www.derbyshire-pcc.gov.uk/Public-Information/PCC-Decision-Making.aspx>

2.3 The following Decisions have been made by the Commissioner:

Report Title	Decision No.	Date Signed
Document Storage	79/13	19-11-13
Award of Crime and Disorder Reduction Grants: Crime Prevention Grants, Round 3	80/13	02-12-13

3. RECOMMENDATION

3.1 That the Decision referenced 79/13 – 80/13 is noted as being a published document contained within the Commissioner’s decision log which can be accessed on the Derbyshire Police and Crime Commissioner website.

4. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime & Disorder	√		
Environmental	√		
Equality & Diversity	√		
Financial	√		
Health & Safety	√		
Human Rights	√		
Legal		√	
Personnel	√		

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Background papers/attachments:

NO