



## POLICE AUTHORITIES OF WALES

### EVIDENCE TO THE SOCIAL JUSTICE AND REGENERATION COMMITTEE'S INQUIRY INTO THE RESTRUCTURE OF THE CONSTABULARY

#### Introduction

1. The Police Authorities of Wales (PAW) welcomes the opportunity to submit evidence to the Social Justice and Regeneration Committee's Inquiry into the Restructure of the Constabulary.
2. Police Authorities of Wales (PAW) is a representative body of the four Police Authorities in Wales: Gwent Police Authority, Dyfed-Powys Police Authority, North Wales Police Authority and South Wales Police Authority. The main aims of PAW are to:
  - Consider and act upon issues affecting policing in Wales, particularly those that are under the control of the National Assembly for Wales.
  - Maintain a broad Welsh prospectus on police matters.
  - Promote and protect the interests of member Authorities.
  - Seek to influence the policing agenda at a national level on behalf of Police Authorities and local communities in Wales.
  - Support Police Authorities in securing efficient and effective policing services across Wales.
  - Enable Police Authorities to improve.
  - Promote awareness of policing needs and the role and achievements of Police Authorities.
  - Uphold and champion the principles of local accountability and policing by consent.
3. The Statutory responsibilities of Police Authorities are attached at **Appendix A**. As an overview, however, Police Authorities are responsible for:
  - Setting the budget for their police force, including the levels of council tax.
  - Appointing and dismissing the Chief Constable.
  - Determining the strategic direction for local policing through 3 year and annual plans.
  - Consulting local people about what they think are the most important things the police should be doing and setting local and policing priorities in light of that consultation.
  - Setting their force challenging targets to drive performance higher.
  - Continuously monitor force performance against those targets and regularly report to local people on how well the force is doing.
4. Police Authorities are made up of Councillors, Lay Justices and Independent Members, and essentially they provide the link between the community and the Police Force.

## Background

5. HMIC's report, 'Closing the Gap: A Review of the 'Fitness for Purpose' of the Current Structure of Policing in England and Wales' provides a professional assessment on the preparedness of the 43 Police Forces in England and Wales to deal with the long term issues around protective services. Protective services are defined as:
  - Counter terrorism and extremism
  - Serious organised and cross border crime
  - Civil contingencies and emergency planning
  - Critical incident management
  - Major crime (homicide)
  - Public order
  - Strategic roads policing
6. The report framed its work within the three-tier model of criminality commonly adopted across the police service, where:
  - Level 1            Local issues – usually crime, criminals, anti-social behaviour and a concomitant need for reassurance – that can be managed within a Basic Command Unit (BCU).
  - Level 2            Cross-border issues; usually arising from organised criminality, major incidents and events affecting more than one BCU and potentially across boundaries into neighbouring forces. This can also include issues of wider public disquiet, notwithstanding that the original incident might otherwise be categorised as Level 1.
  - Level 3            Serious and organised crime, terrorism or other extremist activity operating on a national or international level. This can also include major incidents, events and other issues of widespread national concern, often with national media coverage, that can seriously undermine confidence on a wider scale.
7. While the four Police Forces in Wales are performing well, especially in terms of Level 1 crime, the HMIC report raised question marks over the capability and capacity of the Forces, to deliver protective services in Wales (Level 2). The view of the report was that in order to meet the required standards across the seven protective services measured, a minimum of 4,000 officers or 6,000 officers/staff combined was required.
8. In light of its findings, HMIC recommended the restructure of the 43 Forces in England and Wales. The report puts forward a set of options for change, supported by a number of design considerations which could enable the creation of a strong configuration which supports dynamic protective services and the necessary development of neighbourhood policing.
9. The five options for change as detailed in the report are as follows:
  - Collaboration
  - Lead force for specialist capabilities
  - Lead regional forces
  - Federation of forces
  - Strategic forces
10. HMIC concludes that of the five options, the creation of strategic forces with the appropriate accountability mechanisms at the strategic and local level 'offers the best business solution. It offers the best potential, within reasonable time-scales, of improving protective services and providing better value for money.'

11. The Home Secretary accepted the findings of the HMIC report and its conclusion that the creation of strategic forces offered the best solution. Police Forces and Police Authorities have been requested to consider future policing structures in three key phases:
  - By the end of October 2005 – to identify a shortlist of the most promising options for change within each region.
  - By the end of November 2005 – to narrow initial submissions to one favoured option.
  - By 23 December 2005 – to produce a final report and outline business case for the preferred option for change.
12. The parameters set by the Home Secretary are:
  - That the probable solution is for ‘strategic forces’ with a minimum of 4000 officers or 6000 officers/staff combined
  - That the proposals should not split existing Forces
  - That proposals should not cross Government Regional Office Boundaries
13. The Home Secretary has indicated that he is prepared to consider proposals which did not meet the above parameters, but that a compelling business case would have to be made.
14. In response to the Home Secretary’s request the four Welsh Police Forces and Police Authorities have been working together to address the many issues involved in the proposals for restructure. All four Police Authorities are represented on a management board comprising the four Chairs and four Chief Constables. The Board is assisted by a project team which includes specialists from policing across Wales led by Deputy Chief Constable Paul Wood and also the Secretary of PAW, Mr Alan Fry.
15. A number of meetings, conferences, seminar and workshops have been held to identify, evaluate and assess all the options for policing structures in Wales in the future. As part of this process a range of stakeholders have been engaged from across the police service and authorities, as well as from the Welsh Local Government Association, SOLACE Wales, Local Criminal Justice Boards, Crime Reduction Director and the Welsh Assembly Government.
16. The evaluation and assessment of options for change has had to be done against a standard assessment framework, against which each option has been scored. The attributes and weightings of the framework are as follows:
  - Capacity 5
  - Capability 5
  - Performance 4
  - Criminality 4
  - Geography \*3
  - Co-terminosity 4
  - Identity \*3
  - Governance 5
  - Economic 4
  - Risk 4

17. The framework allowed for local discretion as to the weightings of any two attributes and as such increases were made to the Geography and Identity attributes to help take account of the particular dimensions of Wales.
18. As a result of this assessment process, the three options which scored the highest, along with the option for no change, which will be automatically submitted as a proposal to the Home Secretary, were considered by the Management Board at a meeting on 19 October 2005. The four options were as follows:
  - No change: maintaining the status quo as four existing police forces/authorities
  - Two forces: a merger between North Wales and Dyfed-Powys; and a merger between South Wales and Gwent
  - Two forces: a merger between North Wales, Dyfed-Powys and Gwent; with South Wales remaining as a stand-alone force/authority
  - A single police force/authority for Wales
19. Based on the strict assessment model set by the Home Office, the option for a single Police Force/Authority scored the highest by a considerable margin.
20. Following discussions at the meeting of the Management Board, it was agreed to remove the option of Two forces with South Wales standing alone as a force/authority. The remaining three options for change have now been put forward in a report for consideration by the Home Secretary.

### **Police Authorities of Wales – Key Principles Underpinning Change**

21. Police Authorities of Wales (PAW) acknowledges that the structure of policing in Wales has to alter in order to ensure a police service which is fit for the purpose of policing in the 21<sup>st</sup> Century. PAW recognises that we need much more effective, more streamlined command/control and governance structures above the current force configuration.
22. At the same time, however, PAW would stress that any changes must be locally developed and owned if they are to be effective and should be underpinned by the following principles agreed by the Association of Police Authorities (APA):
  - One size does not fit all: there is a need for a well-argued business case for change
  - Any new structural arrangements must be robust and supported by appropriate resourcing, and include:
    - Development of robust performance monitoring arrangements for protective services
  - A serious consideration should be given to:
    - Co-terminosity with other local public services
    - Need to be able to respond to local pressures
    - Accountability at all levels – force, BCU, CSP
    - Chief Officers to be accountable to and appointable by the Police Authority
  - There needs to be clear mechanisms and balances to support good governance within the context of a tripartite structure

- There will need to be evidence that new structures will provide effective and efficient delivery service with positive outcomes for the public and robust internal systems that identify the links between levels 1, 2, 3
  - Ultimately the need to ensure whatever is put in place provides a quality police service for all.
23. Any proposed changes should also take account of consultation with local communities and partners. Any changes to policing in Wales are going to need public support and an understanding of the issues involved in a major re-organisation of the kind proposed. Moreover, Police Authorities have a duty to consult with communities and provide a policing service which communities want. The four Police Authorities take this responsibility very seriously and will do their best to obtain the views of communities and feed them into the review process to ensure they help influence any final decisions made on policing in Wales. This, however, is a difficult process, not least due to the extreme speed of the review. PAW firmly believes, however, that it is imperative that the public are fully involved in any changes to their policing service. PAW has agreed to undertake a national survey involving a series of “Ask the Audience” meetings to be arranged soon as is possible. Additionally, each Police Authority will be using its own consultative mechanisms to supplement the national work. However, all Police Authorities have concerns that due to the timetable and key milestone dates set by the Home Secretary, a proper meaningful community consultation exercise has not been possible.

### **Neighbourhood Policing and Accountability**

24. While the impetus for change is to ‘close the gap’ in tackling level 2 crime, PAW is adamant that focus will be maintained on developing the neighbourhood policing agenda and will ensure that during any reorganisation, policing at the local level becomes embedded and strengthened. To ensure this, PAW will be recommending that the accountability structures in any new organisational arrangement starts at the neighbourhood level.
25. Connecting policing to communities and to civic leadership is vital. Police authorities are currently local enough to make the connections but also able to see the bigger strategic picture. The more remote the accountable body, the less in tune it can be with the communities it serves.
26. PAW see police authorities as playing a key role in enabling and facilitating neighbourhood policing – which is still in its infancy – to fully engage with citizens and ensure that the service listens and responds to all the different strands of opinion and views locally. We see, for example Policing/Community Safety Boards at BCU/CSP level of the sort which some authorities are currently piloting (North Wales and South Wales) with APA support, interacting with those neighbourhoods and with local government and other partners, to set a credible local policing agenda led by local stakeholders.
27. CSPs, comprising the Executive Heads of local services should, of course, continue to run the day to day business of joint tasking and implementation of services, but should do so in line with priorities set by local communities through these Policing/Community Safety Boards. This would help tackle the lack of responsiveness, accountability and transparency to local people identified in the recent Review of the Crime and Disorder Act. In Wales, for this to work effectively, consideration will have to be given to providing the CSP's with a legal identity, which is missing at present.

### **The Welsh Dimension**

28. PAW also believes that in considering the HMIC report and its recommendations for restructure, the distinctions and differences that exist between England and Wales need to be

fully acknowledged. When you apply some of the criteria used to assess forces in the HMIC review such as size of force, capacity and capability to meet demand; and consistency with regional boundaries to specific areas on the map, they do not easily fit the position in Wales.

29. There needs to be a clear recognition of Wales' distinctive position and the different environment in which we are working in Wales. Due attention needs to be given to the political environment in Wales, not least the role and interests of the Welsh Assembly Government, and the more immediate prospect of the review into public services in Wales being conducted by Sir Jeremy Beecham needs also to be considered. Interestingly, Sir Jeremy in a recent article for *Agenda* made the following point:

"The policy and governance context in England is different from Wales, but the concern with delivery is the same, including the increasing focus on communicating more effectively with people at local level. I'm learning rapidly that the devolved context and geography present a set of challenges and opportunities that are unique to Wales."

30. In addition to the political context, Wales also possesses a strong sense of national identity alongside significant local and cultural differences. Ultimately, it needs to be recognised in Whitehall that Wales is a nation and not a region. Moreover, this fact affects the way the national criteria may need to be applied in Wales.
31. Should the option for the creation of one, or even two, strategic forces be put forward as the preferred option for change following the second phase of the review, PAW is of the view that some sort of regional governance and accountability structure would have to be implemented above the neighbourhood level and below the strategic level. A draft Governance and Accountability Model for Wales was discussed at a meeting of PAW on 14 October 2005. This model (attached at **Appendix B**) sets out how PAW sees governance and accountability arrangements operating from the neighbourhood to the strategic level. The Model also includes, for illustration purposes only, how the composition of a strategic Police Authority underpinned by Regional Committees might be shaped.
32. It is absolutely essential to have a regional tier of administration for the following reasons:
- We have a devolved Government and must work in partnership with both the Welsh Assembly Government and the Welsh Local Government Association. Our regional committees would be based on the their Regional Partnership Boards which are themselves currently under review;
  - To 'close the gap' that would otherwise result in a huge geographical and diverse area; and
  - To provide effective and streamlined day to day administration of the Strategic Police Authority's policies, practices and directions.
  - To reflect regional differences in Wales.
33. PAW would also emphasise that there are currently 72 Police Authority Members serving on the 4 Police Authorities of Dyfed Powys, Gwent, North Wales and South Wales. In the White Paper "Building Safer Communities" the Government were critical of the fact that Police Authority Members were often seen to be remote and little known to the public. It is understood by the APA that the Home Secretary will only allow for marginal increases in the standard size of Police Authority membership (i.e. 17/19 Members) for a new Strategic Police Authority which contradicts the Government's findings and will compound the situation. It would also result in a significant number of local authorities failing to secure representation should there be only one Strategic Police Authority for Wales. This would be a far from acceptable situation particularly at budget and council tax setting time.

34. PAW hopes that both the WAG and the WLGA supports this Model as it believes that a real opportunity now exists to set a common Regional map for effective collaborative working between public bodies in Wales.
35. PAW also has concerns with future funding arrangements that may flow from any restructuring proposals. Although in the long term savings may accrue from efficiencies and economies of scale realised through rationalisation of back office facilities, significant start up costs are inevitable and have to be provided for if policing in Wales is not to suffer. The current submission to the Home Office states that the objectives set out by the Home Secretary will not be delivered without the injection of central resources. It must be stressed that work carried out to date by the Project Team has been based upon very broad assumptions regarding costs and savings due to the very short timescale set by the Home Office. There are also a number of underlying issues of concern regarding the funding of policing in Wales and these are set out at **Appendix C**.
36. Similarly the issue of equalising Council Tax may have to be addressed. At present the Council Tax precepts for policing in Wales vary significantly, as the following Band 'D' levels for 2005/06 show:

|             |   |                |
|-------------|---|----------------|
| South Wales | - | £120 per annum |
| Dyfed Powys | - | £143 per annum |
| Gwent       | - | £145 per annum |
| North Wales | - | £158 per annum |

### **North Wales**

37. The three options which have been put forward by the Programme Board for further consideration have been put forward with the approval of the 4 Police Authorities. However, North Wales Police Authority have also submitted a fourth option which is the retention of the North Wales Police Force and the development of a close partnership arrangement with the Cheshire Constabulary.
38. No preferred option has been expressed and the fourth option will be explored and evaluated along with the other three options.
39. However, North Wales does have strong links with North West England in terms of transport links, movement of people and, regrettably, criminality and those links are stronger than with other Force Areas in Wales. North Wales already has a close working relationship with the Cheshire Constabulary and the combined workforce of Police Officers and Staff is in excess of the figure of 6,000 identified by HMIC. Whilst a merger with the Cheshire Constabulary would clearly not be an acceptable option, North Wales Police Authority will be exploring the merits of developing partnership arrangements in order to address the need which the Home Secretary has rightly identified, to provide protective services.

### **Next Steps**

40. Feedback on the three options, plus North Wales' fourth option submitted to the Home Secretary are expected in early November. By the end of November, after further discussions and opportunities to work up models and options in more detail, the Police Authorities and Chief Constables in Wales will try to narrow their initial submissions to one favoured option and provide a rationale for this decision. The final report must be presented to the Home Secretary by 23 December 2005. It is understood that the date proposed for the implementation of changes in the structure of the Constabulary is April 2007.
41. The four Police Authorities have considered their involvement in the review thus far, to be vitally important and are committed to continuing this participation. PAW will seek to

ensure that views of Police Authorities continue to be sought, valued and given full consideration.

42. The Police Authorities of Wales are grateful for the opportunity to submit evidence to the Social Justice and Regeneration Committee and hopes that the above is helpful. PAW would be happy, however, to elaborate or provide further information which may be of benefit. Should this be required, first contact should be made with our Policy Officer:

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**Chair of Dyfed Powys Police Authority**      **Councillor Don Evans**

**Chair of Gwent Police Authority**              **Mr Geraint Price-Thomas OBE**

**Chair of North Wales Police Authority**      **Councillor Ian Roberts**

**Chair of South Wales Police Authority**      **Councillor Ray Thomas**

## **SUMMARY OF POLICE AUTHORITY STATUTORY DUTIES/RESPONSIBILITIES**

**The Police Authority's three key functions are:**

- To secure an efficient and effective Police Service (Section 6, Police Act 1996).
- To secure Best Value i.e. continuous improvement in the way (its functions) are exercised having regard to economy, efficiency and effectiveness (Section 3, Local Government Act 1999).
- To make arrangements for obtaining:
  - the views of local people about the policing of their area; and
  - the co-operation of local people in preventing crime.(Section 96, Police Act 1996)

The Authority has a whole range of statutory duties which underpin these functions. The following is not an exhaustive list – in particular, it does not detail procedural matters under Local Government legislation or those relating to the appointment or responsibilities of Police Authority Officers/Staff under Police/Local Government legislation. Instead, it focuses on key responsibilities that the Police Authority is required to fulfil as part of its functions. These are:

1. To determine the local priorities for policing – after consulting local people and the Chief Constable (Section 7, Police Act 1996).
2. To publish an Annual Policing Plan including Ministerial Priorities, local policing objectives and any performance targets set by the Authority and including Best Value Performance Plan (Section 8, Police Act 1996 & Section 6, Local Government Act 1999 and associated Regulations).
3. To report back to the community at the end of the year on the extent to which the Policing/Best Value Performance Plan has been met (Section 9, Police Act 1996).
4. To appoint and dismiss the Chief Constable and subject to the approval of the Secretary of State (Section 11, Police Act 1996).
5. To appoint and dismiss the Deputy Chief Constable, Assistant Chief Constables (Section 12, Police Act 1996 and Police Regulations).
6. To hold the Police Fund and maintain accounts (Section 14, Police Act 1996 and Section 40, Local Government Finance Act 1992).
7. To nominate one or more Members of the Authority to answer questions on the discharge of the Authority's functions at a meeting of a relevant Council when given reasonable notice of this by the Council (Section 20, Police Act 1996).
8. To collaborate with other Police Authorities to jointly provide equipment, premises, to other material facilities, where appropriate (Section 23, Police Act 1996).
9. To decide the charges for the provision of special Police Services (Section 25, Police Act 1996).

10. To provide advice and assistance to an international organisation, institution or a police body outside the UK (includes secondment of Police Officers), subject to the consent of the Home Secretary (Section 26, Police Act 1996). The Authority can charge for such advice/assistance.
11. To comply with any direction given by the Secretary of State on performance targets for Ministerial priorities (Section 38, Police Act 1996).
12. To comply with any Codes of Practice issued by the Secretary of State relating to the discharge of Police Authority functions (Section 39, Police Act 1996).
13. To comply with any direction made by the Secretary of State following an adverse report by HMIC i.e. that the force is not, or will cease to be, effective or efficient (Section 40, Police Act 1996).
14. To comply with any direction made by the Secretary of State as to the budget requirement (Section 41, Police Act 1996).
15. To comment on any HMIC report on the Force and any comments made by the Chief Officer about the report and to publish those comments (Section 55 Police Act 1996).
16. To investigate complaints about the conduct of ACPO officers (Section 68, Police Act 1996) or where appropriate refer complaints to the PCA (Section 70, Police Act 1996).
17. To keep itself informed of the workings of the complaints and discipline procedures (Section 77, Police Act 1996).
18. To have regard to any guidance issued by the Home Secretary on complaints or disciplinary matters (Sections 83 & 87 Police Act 1996).
19. To pay out of the Police Fund, in such cases and to such extent as it thinks appropriate, any damages or costs awarded against the police in respect of torts or in relation to the settlement of a claim (Section 88, Police Act 1996).
20. To receive grants from any local Council which falls wholly or partly within the Authority area either unconditionally or, subject to conditions agreed with the Chief Officer of Police (Section 92, Police Act 1996).
21. To accept gifts of money or gifts and loans of other property, including commercial sponsorship of any activity of the Authority or force on such terms as appear to it to be appropriate (Section 93, Police Act 1996).
22. To conduct Best Value Reviews of its functions in accordance with any order made by the Secretary of State (Section 5, LGA 1999).
23. To publish any audit report on its Best Value Performance Plan (Section 9, LGA 1999).
24. To work with other 'responsible authorities' in formulating and implementing crime and disorder audits and strategies for each Unitary Council in its area (Section 5, Crime & Disorder Act 1998).
25. To exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area (Section 17, Crime & Disorder Act 1998).
26. To comply with the requirements of the Freedom of Information Act 2000.

27. To have due regard of the need to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity and good relations of persons of different racial groups.  
(Section 2, Race Relations (Amendment) Act 2000)

28. To maintain an effective Independent Custody Visitors Scheme.

29. To maintain an effective Animal Welfare Visiting Scheme (non-statutory).

# CONNECTING POLICING TO COMMUNITIES – MODEL FOR WALES

## POSSIBLE COMPOSITION OF MEMBERS

### Strategic Police Authority

There are 22 local authorities in Wales. Each should have at least one representative particularly when debates surround setting of the precept and Council Tax.

There is, of course, an argument that larger local authorities should have a proportionately greater representation based on their population but for this exercise this factor is ignored.

The Police Act 1996 allows the Home Secretary to determine the membership of a Police Authority within prescribed parameters. If he is persuaded by the argument above then the 22 Councillor Members would, in accord with existing legislation, have to be joined by 14 Independent Members and 7 Magistrates.

This would take the overall membership of the Strategic Police Authority to 43; it would not make a streamlined efficient administration but would have a strong measure of democratic legitimacy. It does, however, pointedly show the need for Regional Committees to implement the day to day administration of the Strategic Police Authority's policies.

### Regional Committees

The composition would be determined on the number of regions; which in reality are probably either three or four.

By way of illustration only the position based on three regions reflecting the Fire Service boundaries in Wales could produce the possible (and approximate) compositions:

|                  |   |  |            |
|------------------|---|--|------------|
| South Wales      | - | 10 Councillors, 3 Magistrates and 6 Independents | Total = 19 |
| Mid & West Wales | - | 6 Councillors, 2 Magistrates and 4 Independents  | Total = 12 |
| North Wales      | - | 6 Councillors, 2 Magistrates and 4 Independents  | Total = 12 |

*Footnote: the Councils which comprise the above areas are as follows:*

South Wales: - Monmouth, Torfaen, Newport, Blaenau Gwent, Caerphilly, Cardiff, Vale of Glamorgan, Merthyr Tydfil, Rhondda Cynon Taff and Bridgend (10).

**Population: 1,394,00**

Mid & West Wales: - Powys, Ceredigion, Pembrokeshire, Carmarthenshire, Swansea and Neath Port Talbot (6).

**Population: 846,000**

North Wales: - Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham (6).

**Population: 663,000**

# CONNECTING POLICING TO COMMUNITIES – MODEL FOR WALES

## DIVISION OF SUMMARY OF RESPONSIBILITIES

### **Strategic Police Authority**

1. The Body Corporate (Statutory Functions, acting as Employer, holding property etc.,)
2. Maintaining an effective and efficient police service.
3. Holding and setting the budget.
4. Working with national agencies.
5. Setting policy and strategic direction.
6. Issuing an Annual Plan and Annual Report.
7. Ensuring Best Value.
8. Appointing and dismissing Chief Officers.
9. Investigating complaints against Chief Officers.
10. Appointing Independent and Lay Justice Members.
11. Establishing a Code of Conduct and maintaining high ethical standards.
12. Establishing a Race Equality Scheme for Wales and responsibility for all diversity matters.
13. Establishing and promoting a composite Welsh Language Scheme.

### **Regional Committees**

1. Closing the significant geographical/cultural governance and accountability gap between strategic and BCU levels.
2. Administering and implementing strategic Police Authority's policies at regional and BCU levels (i.e. acting on delegated powers with no direct functional responsibilities).
3. Working with WAG/WLGA and other partners at regional level.
4. Monitoring of regional and local performance.

5. Providing accountability and scrutiny at BCU level including holding Community Safety Partnerships to account.
6. Setting and overseeing effective and consistent consultation and engagement with the communities within the region to take account of local diversity.
7. **Producing and disseminating information to the public so that within the region there is good understanding of how policing is being delivered and how the public can access, engage and influence local policing.**
8. Consulted upon appointments of Divisional/BCU Commanders.

### **BCU/CSP Boards**

1. Facilitating and co-ordinating community engagement within neighbourhoods.
2. Setting and monitoring local targets, objectives and priorities in tune with local communities wishes.
3. Harnessing local support, assistance and involvement.
4. Participating in “trigger mechanism” when public dissatisfaction displayed with local service delivery.

## Appendix C

### Underlying issues of concern relating to police funding in Wales

- 1. Each of the Welsh Forces is currently below the “floor” in terms of the settlement position. This has necessitated the Home Office having to allocate a Special Grant to Welsh forces amounting to £13.873m. English authorities have protested at this special treatment for Wales and the four Welsh forces are understandably concerned that this funding could be removed.**
- 2. The adverse position for the Forces in terms of formula settlement described above has meant that there have been significant increases in Council Tax levels over the last three years. These levels of increase are not sustainable.**
- 3. A review of the Formula Grant system in England including the Police Grant for police forces in England and Wales has produced draft proposals that are largely detrimental for all forces except South Wales.**
4. The four forces have historically delivered in terms of efficiency plans. It is, however, becoming increasingly clear that continued achievement would not be sustainable without greatly increased degrees of collaboration particularly in terms of back office functions. Whilst Wales has a good record in terms of collaboration across many areas, the present legislative framework and different IT systems have tended to militate against any collaboration on a large scale.