



# FARNHAM TOWN COUNCIL

## Agenda Full Council

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### Time and date

7.00pm on Thursday 9 September 2010

### Place

The Council Chamber, South Street, Farnham

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TO: ALL MEMBERS OF THE COUNCIL

Dear Sir/Madam

You are hereby summoned to attend a Meeting of **FARNHAM TOWN COUNCIL** to be held in the **COUNCIL CHAMBER, SOUTH STREET, FARNHAM, SURREY** on **THURSDAY 9 SEPTEMBER, 2010, at 7.00PM.**

The Agenda for the meeting is set out over.

Yours faithfully

A handwritten signature in black ink, appearing to read 'R. Potter'.

Mr Roland Potter  
Town Clerk

**Prior to the commencement of the Council Meeting, at 6.45pm there will be a Presentation to all Council Members by the Chairman of the Farnham Society, Mr Alan Gavaghan.**

### Members Apologies

**Members are requested to submit their apologies to the Town Clerk by 5 pm on Wednesday 8 September 2010**

### Recording of Council Meetings

This meeting is digitally recorded for the use of the Council only.

## **Questions by the Public**

Prior to the commencement of the meeting, the Town Mayor will invite Members of the Public present to ask questions on any Local Government matter, not included on the agenda, to which an answer will be given or if necessary a written reply will follow or the questioner will be informed of the appropriate contact details.

A maximum of 15 minutes will be allowed for the whole session.



# FARNHAM TOWN COUNCIL

## Agenda Full Council

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### Time and date

7.00pm on Thursday 9 September 2010.

### Place

The Council Chamber, South Street, Farnham

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#### 1 Apologies

To accept apologies for absence.

#### 2 Minutes

To sign as a correct record the minutes of the Farnham Town Council meeting held on Thursday 5 August 2010 – attached at **Appendix A**.

#### 3 Disclosure of Interests

To receive from members, in respect of any items included on the agenda for this meeting, disclosure of any personal or prejudicial interests in line with the Town Council's Code of Conduct and gifts and hospitality in line with Government Legislation.

##### NOTES:

- (i) *Members are requested to make declarations of interest, preferably on the form previously emailed to all members, to be returned to [wendy.coulter@farnham.gov.uk](mailto:wendy.coulter@farnham.gov.uk) by 12 noon on Wednesday 8 September 2010. Alternatively, members are requested to make declarations of interest on the form attached to this agenda and to hand to the Town Clerk before the start of the meeting.*
- (ii) *Members are reminded that if they declare a prejudicial interest they must leave immediately after having made representations, given evidence or answered questions and before any debate starts unless he/she has obtained dispensation from the Standards Committee.*

#### 4 Statements by the Public

The Town Mayor to invite members of the public present, to indicate on which item on the agenda if any, they would like to speak.

At the discretion of the Town Mayor, those members of the public, **residing or working** within the Council's boundary, will be invited to speak forthwith, in relation to the business to be transacted at the meeting for a maximum of 3 minutes per person or 15 minutes overall.

## **5 Town Mayor's Announcements**

To receive the Town Mayor's announcements.

### **Part I – Items for Decision**

## **6 Grants Policy Review 2010 – Phase I**

To consider the recommendations of the Corporate Development and Audit Working Group.

1. To note the review the Town Council's Policy on awarding Grants, including Revenue Grants, Capital Grants, Community Grants (up to £2,000), Small grants (up to £200)
2. To consider the recommendations of the Internal Auditor regarding the Council's policy on grants.
3. To note the financial implications associated when awarding grants.
4. To agree that the Grants Policy should be budget driven as opposed to demand led.
5. To agree that all grants budget will be administered through the Corporate Development and Audit Working Group
6. To agree that the level of grant funding for 2011/12 be set at 5.76% of the precept.
7. To agree to temporarily suspend all grant administration and awards pending this report and a review of grant procedures until 31<sup>st</sup> December 2010.

Report attached at **Appendix B.**

## **7 Working Groups Terms of Reference**

To consider the recommendation of the Corporate Development and Audit Working Group to extend the Terms of Reference of Working Groups to allow for the reporting of additional Council services.

Report attached at **Appendix C.**

## **8 Installation of additional lighting in Gostrey Meadow and improvements to the electricity supply**

To consider upgrading the power output, installing additional lighting columns to the park and war memorial and having additional power for the bandstand and stalls in Gostrey Meadow.

Report attached at **Appendix D.**

## **9 Government Consultation**

To consider a Consultation on 'Local referendums to veto excessive council tax increases'.

Consultation attached at **Appendix E.**

## **10 Consultation on Policing in the 21<sup>st</sup> Century**

To consider a Consultation on 'Policing in the 21<sup>st</sup> Century – Reconnecting Police and the People'.

Consultation attached at **Appendix F.**

## Part 2 – Items to Note

### 11 Working Group Notes

To receive notes from the Corporate Development and Audit Working Group Meeting held on 20 August 2010 – **Appendix G.**

To receive notes from the Tourism and Events Working Group Meeting held on 28 July 2010 – **Appendix H.**

To receive notes from the Farnham in Bloom Working Group Meeting held on 18 August 2010 – **Appendix I.**

### 12 Reports from Outside Bodies

To receive from Members any verbal reports on Outside Bodies.

### 13 Planning Applications

To receive the minutes of the meetings of the Planning Consultative Group held on:

29 July 2010 attached at **Appendix J.**

12 August 2010 attached at **Appendix K.**

The above actions are taken with delegated authority.

### 14 Date of Next Meeting

To note the date of the next Council Meeting – Thursday 23 September 2010, at 7pm in the Council Chamber, South Street, Farnham.

### 15 Exclusion of the Press and Public

TO PASS A RESOLUTION to exclude members of the public and press from the meeting at Part 3, Items 16 and 17, of the agenda.

## Part 3 – Confidential Items

### 16 Confidential Minutes

To sign as a correct record the confidential minutes of the Farnham Town Council meeting held on Thursday 5 August 2010 – **attached under separate cover for Town Council Members only.**

### 17 Farnham Awards

To consider the nominations for the Farnham Awards. **Nominations attached under separate cover for Town Council Members only.**

The Town Mayor will close the meeting.

Note: The person to contact about this agenda and documents is The Town Clerk, Farnham Town Council, South Street, Farnham, Surrey. GU9 7RN. Tel: 01252 712667

Membership: Councillors John Ward (Town Mayor), Jill Hargreaves (Deputy Town Mayor), David Attfield, Gillian Beel, Carole Cockburn, Victor Duckett, Lucinda Fleming, Pat Frost, Bob Frost, Carlo Genziani, Stephen Hill, Denise Le Gal, Alan Lovell, Janet Maines, Stephen O'Grady, Roger Steel, Chris Storey, Andrew Thorp.

Distribution: Full agenda and supporting papers to all Councillors (by post) Agenda only by email to all Councillors.



# FARNHAM TOWN COUNCIL

# A

## Minutes Council

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### Time and date

7.00pm on Thursday 5 August 2010

### Place

The Council Chamber, South Street, Farnham

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- \* Cllr J Ward (Town Mayor)
- \* Cllr G Hargreaves (Deputy Town Mayor)
- \* Cllr D Attfield
- \* Cllr G Beel
- o Cllr C Cockburn
- \* Cllr V Duckett
- o Cllr (Mrs) P Frost
- o Cllr R Frost
- \* Cllr L Fleming
- \* Cllr C Genziani
- \* Cllr S Hill
- o Cllr D Le Gal
- \* Cllr A Lovell
- \* Cllr J Maines
- \* Cllr S O'Grady
- \* Cllr R Steel
- \* Cllr C Storey
- \* Cllr A Thorp
  
- \* Present
- o Apologies for absence

### Officers Present:

Roland Potter (Town Clerk)

Wendy Coulter (Members and Committee Services Co-ordinator) (recorded minutes of meeting).

Ginny Gordon (Town Clerk's Secretary)

The proceedings of the meeting of Farnham Town Council held on Thursday 5<sup>th</sup> August 2010 were digitally recorded for Council purposes only.

## QUESTIONS BY THE PUBLIC

### **Mr Skingle – Farnham Resident**

Mr Skingle asked whether the Mayor had considered handing round a bucket for a collection for his charity at the Band Concerts.

The Mayor replied that he had two charity tea tents at the band concerts.

### C 042/10 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors C Cockburn, P Frost, R Frost and D Le Gal.

### C 043/10 MINUTES

The Minutes of the Farnham Town Council Meeting held on Thursday 24 June 2010 were signed by the Town Mayor as a correct record.

### C 044/10 DISCLOSURE OF INTERESTS

<b>Name of Councillor</b>	<b>Agenda/Minute Number</b>	<b>Subject</b>	<b>Type of Interest</b>	<b>Reason</b>
L Fleming	Agenda No 8	Mosaic and Seat – Boots Courtyard	Personal	Farnham Town Council – Farnham Public Arts Trust Observer.
S O'Grady	Agenda No 11	Staffing Review	Personal	Wife is a member of staff.

### C 045/10 STATEMENTS BY THE PUBLIC

Mr Skingle – Farnham Resident

Asked the Council what Project Skywalker was and what refurbishment was referred to in Item 13.

The Mayor replied that it was the 'Project Name' for the transfer of the Council Offices in Farnham to Farnham Town Council. The refurbishment referred to general decorating which would be discussed later in the meeting.

### C 046/10 TOWN MAYOR'S ANNOUNCEMENTS

The Town Mayor explained that as it was the end of the Carnival Season and all the schools were on holiday, it was not a busy time for the Town Mayor.

However the Town Mayor reported back on some of the events that he had attended. 4 July, Independence Day was a very good day, the Mayor waved off the Cycle Ride in the morning and then the Picnic in the Park Event was very successful and the Mayor congratulated all who had been involved.

The Town Mayor attended the University of Creative Arts Graduation ceremony at Guildford Cathedral.

He joined the Farnham Society to welcome the Guildford Society on a visit and was pleased to do so as the Farnham Society then joined Farnham Town Council Councillors in a litter pick for Farnham in Bloom Judging Day. The Mayor commented that he was pleased to see more cooperation with the Farnham Society.



The Town Mayor reported that he and the Deputy Town Mayor went on a tour of the Phyllis Tuckwell Hospice on 7 July which was very informative. On 10 July he opened Bells Piece Fair. On 22 July he and the Town Clerk had a private meeting with the local Inspector of Police.

On 31 July the Town Mayor reported that he had attended the Ahmadiyya Muslim Association UK Annual Convention at East Woldham. He addressed over 30,000 people who attended the event.

The Town Mayor went on to remind Members that nominations for the Farnham Awards closed on 6 August 2010.

The Town Mayor also mentioned that the Mayors Charity Tea Tent would be at the Band Concerts on 8 and 15 August 2010 and all donations of cakes would be gratefully welcomed.

### **Part I – Items for Decision**

#### **C 047/10     FINANCE – OUTLINE 5 YEAR CAPITAL PLAN**

Members received a report which outlined a 5 Year Capital Plan and suggested reallocation of Reserves (**report attached to record minutes**).

The Town Clerk explained that the report contained a summary 5 Year Capital Programme with anticipated costs – **attached to record minutes**. He explained that all true expenditure would be subject to quotes and tendering where required, by the Town Council's Financial Regulations.

The original report had been considered by Corporate Development and Audit Working Group however the report submitted to Council had been amended to take into account re-roofing Hale Cemetery Chapels and repairs to footpaths in the Cemeteries.

The report also included the projected Reserves and movements within Reserves for the financial year ended 31 March 2010. The projected Reserves and movements within Reserves are **attached to record minutes**.

Attached to record minutes is a forecast of the impact of movement on the reserves over the following 4 years to 31 March 2015.

Cllr Duckett asked whether the Outside Workforce had been consulted about what type of vehicle they needed to carry out their duties.

The Town Clerk confirmed that the Outside Workforce had been consulted on what type of vehicle and the type of mowers that they required. He also confirmed that all the vehicles would be LPG in the most economical ratio.

Cllr Lovell expressed his concern that anything that the Town Council spent would be under closer scrutiny than ever before. He asked whether all the items included in the report were essential or whether they could be deferred.

The Town Clerk explained that the Outside Workforce vehicles are anything between eight and twelve years old. The bills for repairing them were becoming uneconomical. The watering for Farnham in Bloom had increased and the trailers with the water bowsers were too heavy for the vehicles to tow.

The Town Clerk went on to explain that the replacements outlines in the report were suggestions, if the vehicles were not ready to be replaced, they would not be. However, the Ranger Vehicle needed to be replaced with a four wheel drive to enable to Town Council to respond in adverse weather conditions.

Cllr Lovell asked whether the repairs and decoration to the building were necessary and essential.

The Town Mayor explained that all items would come to Council for consideration as and when they were required. He explained that the Town Clerk was trying to give Members an indicative idea of costs for the next five years.

Cllr Steel asked whether contract hire had been considered for the vehicles and mowers.

The Town Clerk replied that contract hire had been considered for the mowing machines but due to the high levels of usage a suitable price could not be sought. Before the vehicles are replaced, all costing options are considered.

Cllr Maines asked if the windows of the building were replaced, whether they would be replaced like for like.

The Town Clerk replied that the building was not a listed building but that in the original investigations into costings for the building the quote obtained was to replace the windows with modern materials, double glazed but that were like for like.

Cllr Fleming, the Lead Member of the Corporate Development and Audit Working Group (CDAWG) assured Members that the CDAWG would scrutinise all suggested spending very carefully.

Cllr Steel asked whether Wrecclesham Community Centre was essential and something that the Town Council should own as it appeared to cost a great deal of money.

The Town Clerk explained that the Wrecclesham Community Centre had been gifted to the Town Council by Sir Ray Tindle.

The Town Clerk brought Members attention to the second part of the report about Reserves. He explained that the Reserves had been brought to Council for consideration of reallocation, as had been requested at the last Council Meeting. Cllr Mrs Frost had suggested that the funding earmarked for Traffic and Highways should be used elsewhere as the Town Council did not have responsibility for that area. Therefore it was suggested that the £50,000 that had been in Earmarked Reserves for Traffic and Highways had been transferred back into the General Reserve.

As part of the Cemetery Enhancement Programme the plan was to sell one of the Cemetery Buildings which would then fund the enhancements to the other buildings. It was suggested that £90,000 be transferred back to General Reserves.

There was excess funding in the Christmas Lights Reserve, therefore it was suggested that £10,000 remain in the Reserve for repairs to the infrastructure and the rest be transferred back to General Reserves.

The Town Clerk explained to Members that based on the project carried out to estimate costings that £98,000 be transferred from General Reserves into a Reserve specifically for the building. He explained that if all the projects, as outlined in the report, were carried out, the impact on the Reserves was illustrated in the report.

At the end of the year the Town Council would have Earmarked Reserves of just under £270,000 and a General Reserve of £467,000. The Capital Plan had also been projected for a potential further four years.

The Town Clerk reminded Members that the Election fund would be used in 2011 but that each year monies were put aside to build up the Election Reserves again.

The Projection was at the end of 2014 the Reserves would be down to £643,000. The Town Clerk explained that it was good practice, as there was no definitive guidance, that the General Reserve should be half of the Precept.

Cllr Lovell expressed his concern that it appeared to be a substantial drop in Reserves over the next few years. He asked whether it would assist the Town Council with avoiding putting up the Council tax. He went on to say that he understood the reason for not having the Traffic and Highways fund, however the town had a problem in that Surrey County Council did not have any funding either. He explained that sometimes you could guarantee funding from Surrey County Council by putting in money from the Town Council.

The Town Clerk confirmed that the choice of whether the Town Council had a Traffic and Highways Reserve was for Members to decide. He explained that it was an exercise in figures and the monies did not have to be spent in the way suggested.

He explained that for the past four years the Town Council had under precepted for its expenditure and the Town Council was now in the position where it could not raise the precept for this year or the following year because that was what the government wanted.

Cllr Steel said that the projected Reserves for the next five years was very interesting. It was a trend and was not a healthy trend. He explained that it was something that the Town Council had to consider very carefully in the future. The Town Clerk had pointed out the various debates that had taken place about the Precept and Cllr Lovell had mentioned that money should be taken out of Reserves to keep the Council Tax down. He explained that this was a bad policy, to artificially keep the tax low, you would never make it up.

Cllr Steel asked the Town Clerk whether, as a Town Council that was only funded by the residents and did not receive any government grants, whether the Town Council still had the power to decide whether the precept could be raised.

The Town Clerk replied that at the current time there was no capping of the town and parish councils. However the government was trying to bring in a question of referendum.

Cllr Steel replied that the Town Council needed to think very carefully the next time it set the Precept.

Cllr Lovell requested that the Reserves for Traffic and Highways be considered at a later stage.

Cllr Storey asked whether if the monies were left in the Traffic and Highways Reserve they could then be spent elsewhere.

The Town Clerk clarified that the Earmarked Reserves were not capital receipts so they did not have to be spent on capital expenditure. The Reserves could be moved around at the discretion of the Council, as it saw fit.

The Members requested that the reallocation of Reserves be noted.

**RESOLVED:**

- 1. That the adoption of the 5 year plan (attached to record minutes) be noted.**
- 2. That the reallocation of Reserves (attached to record minutes) be noted.**
- 3. That the financial implications be noted.**

C 048/10     TRANSFER OF ASSETS

Members received a report on the Transfer of Assets from Waverley Borough Council to Farnham Town Council.

The Town Clerk explained that a group had been set up to negotiate the Transfer of the South Street Offices from Waverley Borough Council, back to Farnham Town Council. Negotiations had proceeded with help from Waverley Borough Council Members.

The Town Council had been offered the building at nil cost and as part of the deal, the Town Council would provide accommodation in the form of a shared reception with Waverley Borough Council rent free for five years plus the use of an interview room. Waverley Borough Council had requested an Overage Clause for 15 years. The full details were yet to be seen, but the understanding was that it would reduce, on balance, year on year.

Members were asked to approve the transfer of the South Street Offices and enable the Town Clerk and Lead Member of Corporate Development and Audit Working Group to move forward with the legal process.

Cllr O'Grady requested that if there was an Overage Clause it would include something to allow if the Town Council needed to move to another building the Overage is only applied on any excess profit realised, not on the for sale value of the building. If the Town Council had to sell the building and move elsewhere it would have to pay full market value for whatever was bought and nothing should be refunded other than the excess profit.

The Town Clerk explained that the principle was a reducing balance on the valuation cost of £305,000 which would reduce year on year plus a reducing balance on the profit. The profit would be based on anything in excess of £305,000.

Cllr Thorp asked whether the decision would come back for Council.

The Town Clerk explained that he hoped that once the authority had been delegated down, the matter could progress without being brought back to Council to prevent any further delay.

Cllr Steel commented that it had taken a long time to get to this point. He believed that the Council should go ahead with the process and delegate the powers to the Town Clerk and Lead Member of Corporate Development and Audit Working Group. He suggested that only if the Town Clerk and Lead Member reached a situation that they were concerned about, that it should be brought back to Full Council for consideration.

The Town Clerk clarified that the Town Councils solicitors would be working with them to negotiate the Overage Clause.

Cllr O'Grady asked whether there was sufficient funding to allow the Town Clerk and Lead Member of Corporate Development and Audit Working Group to complete the negotiations. He requested that the funding for the Skywalker Project be released in order to facilitate the process.

**RESOLVED:**

1. That the Transfer of the Councils Offices, South Street, Farnham at nil cost be approved.
2. That negotiation for an Overage Clause for a maximum of 15 Years be agreed.
3. That the Town Clerk and the Lead Member of Corporate Development and Audit Working Group be delegated the responsibility to authorise the Transfer of the Asset and to release to them the Skywalker Budget funds, if required.

C 049/10 MOSAIC AND SEAT – BOOTS COURTYARD

Members considered a report on the possible transfer of a Mosaic and Seat situated in the Boots Pharmacy Courtyard.

Members noted that if the Town Council took on the asset, permission would need to be sought from the land owners of the courtyard in order for maintenance to be carried out. Members also noted that the Mosaic and Seat would need to be insured.

Members were of the view that as the assets were not on common, publicly owned land it would not be appropriate for the Town Council to take on the asset.

Members agreed unanimously that the transfer of Mosaic and Seat, situated in the Boots Pharmacy Courtyard, to Farnham Town Council, be refused.

**RESOLVED:**

**To refuse the transfer of the Mosaic and Wooden Seat in the Boots Courtyard, Farnham.**

**Part 2 – Items Noted**

C 050/10 PLANNING APPLICATIONS

Members received the minutes of the meetings of the Planning Consultative Group held on 1 June 2010, 8 July and 15 July 2010.

**RESOLVED: That the observations made by the Planning Consultative Group held on, 1 June 2010, 8 July 2010 and 15 July 2010 and dealt with in accordance with delegated authority, be noted.**

C 051/10 EXCLUSION OF THE PRESS AND PUBLIC

**RESOLVED: That in view of the confidential nature of business to be transacted at Agenda Item 11, Staffing Review, it was advisable in the public interest that the public and press be temporarily excluded and they were instructed to withdraw at Item 11.**

**Part 3 – Confidential Items**

C 052/10 STAFFING REVIEW

Members received a report on the implementation of a Staffing Review.

The Town Mayor closed the meeting at 8.55pm.

Date

Chairman

## FARNHAM TOWN COUNCIL

Disclosure by a Member<sup>1</sup> of a personal interest or a prejudicial interest in a matter under consideration at a meeting (S81 Local Government Act 2000 and the adopted Farnham Town Council Code of Conduct).

As required by the Local Government Act 2000, **I HEREBY DISCLOSE**, for the information of the authority that I have [a personal interest<sup>2</sup> [a prejudicial interest]<sup>3</sup> in<sup>4</sup> the following matter:-

**COMMITTEE:** COUNCIL

**DATE:** 9 SEPTEMBER 2010

**NAME OF COUNCILLOR:** \_\_\_\_\_

Please use the form below to state in which Agenda Items you have an interest. If you have a prejudicial interest in an item, please indicate whether you wish to speak (refer to Farnham Town Council's Code of Conduct paragraph 12(2)).

Agenda No	Subject	I am a Waverley Borough Councillor		Other		Reason	Speak?	
		Personal	Prejudicial	Personal	Prejudicial		Yes	No

Signed

Dated

<sup>1</sup> "Member" includes co-opted member, member of a committee, joint committee or sub-committee – section 83, Local Government Act 2000.

<sup>2</sup> A personal interest includes:

Any matter registered in the register of interests

Any decision which affects the well-being or financial position of a member or a friend or relative to a greater extent than others.

<sup>3</sup> A prejudicial interest is a personal interest so significant that it is likely to prejudice the member's judgement of the public interest.

<sup>4</sup> State item under consideration.



# FARNHAM TOWN COUNCIL

# B

## Report

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**Report to:** Full Council  
**Date:** 9 September 2010  
**Title:** Grants Policy Review 2010 – Phase I

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### I Purpose of the Report

#### **To consider the recommendations of the Corporate Development and Audit Working Group (CDAWG)**

1. To note the review the Town Council's Policy on awarding Grants, including Revenue Grants, Capital Grants, Community Grants (up to £2,000), Small grants (up to £200)
2. To consider the recommendations of the Internal Auditor regarding the Council's policy on grants.
3. To note the financial implications associated when awarding grants.
4. To agree that the grants policy should be budget driven as opposed to demand led.
5. To agree that the grants budget will be administered through the CDAWG
6. To agree that the level of grant funding for 2011/12 be set at 5.76% of the precept.
7. To agree to temporarily suspend all grant administration and awards pending this report and a review of grant procedures until 31<sup>st</sup> December 2010.

#### **Summary**

The Officers of the Council have undertaken a review of the Council's practices and policies over the last 10 years with regard to grant funding to other organisations using Best Value Principles.

This review has only considered the Council's policy and a further review will be undertaken of the procedures for awarding grants over the next few weeks.

The Town Council like many other organisations finds itself in challenging times as a result of the last few years of economic recession. In addition, the general focus on cost savings and scrutiny of local government expenditure together with the potential threat that Central Government is considering capping Town and Parish Councils through frustration by the introduction of a costly referendum system.

The Town Council does not have a statutory duty or responsibility to provide financial support of any kind to any organisation including grants.

The Internal Auditors to the Council raised concerns in their last report to Council that the Council's current grant making policy has a tendency to be demand led, rather than budget driven.

The recommendation of CDAWG is that Grants budget should be set and applications would be considered based on the available budget not on the basis of applicants demand and that grants should



be considered on a basis of 'value for money' and linked to the Councils Services and Objectives

Over the last ten years the Council has distributed in excess of £1.4 million pounds to local organisations through various grants. However over the last three years the Council has adopted a stronger financial policy to reduce the annual expenditure on grants by 20% per year on average over the last three years this expenditure had been reduced from an average of 22.74% of the precept to 7.22% in the current year.

The recommendation of CDWAG is that this financial strategy should continue for the financial year 2011/12 and the Grants budget should be set at 5.76% of the Precept which is a further reduction of 20%.

In comparing the Town Councils grant expenditure compared with similar size Town Councils who deliver similar services it was found that the funding is focused on service delivery and the grants to other organisations is much lower than Farnham Town Councils Grants budget.

If the Town Council agrees to the recommendations of CDWAG then it would be appropriate at this time to suspend the application process for all grants until a review of procedures has been completed and that the grants process would only commence once the Town Council has formally agreed its budget in December 2010.

## **2. Background**

The Town Council reviewed its Grants Making Policy and Procedures in 2006 with the intention to review again in 2010.

When the Council reviewed the Grants Policy and Procedures in 2006, more stringent and rigorous guidelines were adopted. However, the number of grant applications received for the year 2006/2007 was very high and the demand on the Council's budget was considered to be excessive. It was therefore agreed by Council to implement a rolling programme of reducing the Revenue and Community Grant Funding by 20% year on year for three years until 2010.

### Basis of Review

Town and Parish Councils are required to adopt the principles of Best Value when reviewing a service and therefore the Officers have approached this Grants Review by adopting these Best Value Principles which are:

## **3. Current Situation**

The Town Council has an established policy of providing grants as set below:

### Types of Grant

Farnham Town Council currently awards three types of Grant; Small Grants, Community Grants and Revenue Grants, however has occasionally provided capital grants.

### Revenue Grants

These are grants which currently have no upper limit and are awarded on an annual basis, usually for the same reason year after year.

They are usually distributed to a small number of organisations requesting assistance; the Maltings, Farnham Citizens Advice Bureau, 40 Degreez and Waverley Hospital HOPPA. The grants are generally awarded to assist with staffing salaries and or general running costs.

These grants are awarded once a year.

Applications are received at the end of September and are considered within the Budget Making Process by the Corporate Development and Audit Working Group which then refers its recommendations to full Council.

Applicants are not informed of the outcome of their applications until the Precept has been agreed by

Full Council in January.

#### Community Grants

These are grants with an upper limit of £2,000.

They are distributed to local non-profit making and charitable organisations which request funding. The Town Council has specific policies and guidelines to assist with the distribution of monies for the Community Grants.

These grants are usually awarded for 'one-off' projects and applicants are discouraged from reapplying for the same grant, year after year.

Applications are received once a year by the end of September and are considered within the budget making process by the Corporate Development and Audit Working Group.

Applicants are not informed of the outcome until the Precept has been agreed by Full Council in January.

#### Small Grants

When the Town Clerk and Corporate Development compile the Budget for each year a small amount is set aside for Small Grants.

These are Grants which have an upper limit of £200.

They are distributed to local organisations which request funding.

These grant applications are accepted throughout the year and are distributed according levels of funds left in the budget. The Town Clerk has delegated authority to consider and grant monies for these grant applications.

#### Capital Grants

The Town Council has, in addition to the above Grant categories, considered separate requests for Capital funding on an ad hoc basis

### **CHALLENGE**

The first principle of a Council's Challenge is to establish if it has a statutory duty or legal obligation to make Grants to other bodies.

**The fact is, the Town Council does not have a statutory duty to make Grants and has no Legal Contracts to continue to provide grants.**

During the Town Council's Annual Internal Audit, which took place in June 2010, the Internal Auditor raised the following questions regarding the Town Council's grant award process:

#### ***"Grants***

*The application process was considered and would benefit from revision in order to segregate the small, revenue and capital grants, particularly as less detail could be requested for the first of these without impairing the decision making process. As the application form is available online, albeit in a Word document format, consideration could be given to enhancing this with online guidance for completion of specific boxes. Fields of mandatory information could also be established to avoid staff having to return application where this information is missing.*

*The current system appears to place no monetary limit on the value of revenue grants that can be applied for or will be awarded. This could place an open ended commitment upon the Councillor resulting in an unfair distribution of funds.*

*Rather than the exposure to grant payments being demand led the Council could set a limit within its Budget for the following year. The deadline for submitting applications could then be extended to end after the Budget had been set, although it would be advisable to indicate the change in procedure to applicants, given that there could be a reduction in the grants awarded in specific cases".*

#### What have we done?

Over the last 10 years, since 2000, Farnham Town Council has distributed £1,417,971 in Grant funding (see **Annex A**). Of that £815,565 was for Revenue Grants and £602,406 was for Community and

Small Grants.

Since 2007 the Town Council has had a policy in place to reduce Revenue Funding by 20% each year to encourage less reliance on the Town Council funding organisations on a yearly basis.

The Town Council has also reduced its fund for Community Grants. However, fewer applications have been received over the past two years compared to previous years.

#### **4 COMPARE**

##### Analysis of Grants – who receives what, what is required and how much?

The officers have completed an analysis of the grants that the Town Council has awarded over the previous 10 years.

The level of grants awarded has only been restricted since 2006 for Community Grants and Small Grants, before then some organisations would receive as much as £30,000 for a one off grant. Since 2006 when the maximum grant awarded for Community Grants was reduced to £2,000, application numbers have reduced and the level of grants requested has reduced.

Revenue Grants have not been restricted; however, since the Town Council introduced the policy of reducing the Revenue Grant awarded by 20% each year, the total amount awarded has dropped from £88,086 awarded in 2006/2007 to £51,840 awarded in 2010/2011. This is a reduction of £36,246. The largest Revenue Grant awarded at this time is £20,000.

The types of organisations that approach the Town Council for funding are mainly local voluntary and charitable organisations, requesting one off monies to assist with one off projects. However, before the Town Council's review in 2006, local organisations would approach the Town Council, year after year, requesting funding for the same projects.

Apart from the Revenue funding, this dependency has virtually ceased.

#### **5. Other Local Authorities**

Within the Grants Review 2010 Officers have compared the levels of grants and types awarded, by comparing them to levels and types of grants awarded by other Local Authorities.

Attached at **Annex B** is an analysis of the information gathered.

Having compared with other Local Authorities, what their policies and procedures are with regard to grant awards and what levels of grants are awarded it has become clear that most of the other authorities do not award Revenue Grants. Their levels of grants awarded are much lower than Farnham Town Councils.

*Example: Woodley Town Council is a larger Council than Farnham Town Council, its Precept is £1,069,750 but it only gives £46,568 in Grants.*

It is interesting to note that it appears that it is only the Council's within Waverley such as Godalming and Haslemere Town Councils that give large Revenue Grants, i.e. to the Citizens Advice Bureau.

In general all the Local Authorities have Policies and Procedures for their grants. They have a policy of reducing their grant awards year on year.

#### **7. Legal and Policy Implications**

Farnham Town Council is under no Legal obligation to award Grant monies to outside organisations.

#### **8. Financial Implications**

If the recommendations are agreed, the Grants Budget would be 5.76% of the Precept.

## **9 Recommendations**

- 1. To note the review the Town Council's Policy on awarding Grants, including Revenue Grants, Capital Grants, Community Grants (up to £2,000), Small grants (up to £200)**
- 2. To consider the recommendations of the Internal Auditor regarding the Council's policy on grants.**
- 3. To note the financial implications associated when awarding grants.**
- 4. To agree that the grants policy should be budget driven as opposed to demand led.**
- 5. To agree that the grants budget will be administered through the CDAWG**
- 6. To agree that the level of grant funding for 2011/12 be set at 5.76% of the precept.**
- 7. To agree to temporarily suspend all grant administration and awards pending this report and a review of grant procedures until 31<sup>st</sup> December 2010.**

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12 August 2010

Note: The person to contact about this report is Wendy Coulter, Farnham Town Council, South Street, Farnham, Surrey, GU9 7RN. Tel: 01252 712667

Distribution: To all Councillors (by email)

Year	Revenue	Community	Total	Precept	Percentage %
2000/2001	£63,362	£85,274	£148,636	£598,960	24.82
2001/2002	£58,976	£152,668	£211,644	£641,265	33.00
2002/2003	£61,625	£87,590	£149,215	£657,300	22.70
2003/2004	£83,151	£86,807	£169,958	£673,732	25.23
2004/2005	£86,625	£34,468	£121,093	£731,000	16.57
2005/2006	£91,625	£95,100	£186,725	£778,576	23.98
2006/2007	£88,086	£14,855	£102,941	£801,167	12.85
2007/2008	£93,475	£20,950	£114,425	£821,195	13.93
2008/2009	£70,400	£6,630	£77,030	£841,725	9.15
2009/2010	£66,400	£6,630	£73,030	£866,976	8.42
2010/2011	£51,840	£11,433	£63,273	£875,939	7.22
<b>TOTAL</b>	<b>£815,565</b>	<b>£602,406</b>	<b>£1,417,971</b>	<b>£8,287,835</b>	<b>17.11</b>

## Comparison of Grants awarded by other Local Authorities

### Annex B

Name of Organisation	Total Amount of Grant	Policy & Procedures	Type of Grant	Types of Organisations Grants Given To	Limits (On level of grant)	Precept	% on Precept	Processes (i.e. Application forms)	Current Trend or Intention
Farnham Town Council	£63,273	Yes	Revenue, Community & Small	Community, voluntary & non profit making organisations	Up to £200 for small, £2,000 for community	£875,939	7.22%	Yes Application Forms	Reducing by 20% year on year
Woodley Town Council	£46,568	Yes	Community & Individual Grants	Community Organisations, or those who demonstrate how they serve Woodley Residents	Up to £250 for Organisations and £150 for Individuals	£1,069,750	4.35%	Yes Application Forms	Reducing Grants Year on Year
Chesham Town Council	£9,106	Yes	Community	Charitable Voluntary or Other Organisations	None	£806,390	1.13%	Yes Application Form	Reducing
East Grinstead Town Council	£15,590	Yes	Community and Revenue	Local Voluntary Groups and Organisations	none	£660,890	2.36%	Yes Application forms	Reducing Grants Year on Year
Crowborough Town Council	Approx £40,000	Yes	Community	Voluntary Organisations	None	£861,423	4.6%	Yes Application Forms	Reducing Grants
Haslemere Town Council	£28,300	Yes	Small and specified	Voluntary, sports and charity local organisations	None	£206,206	13.72%	Yes Application Form	Reducing
Godalming Town Council	£50,000	Yes	Community & Revenue	Local charitable and non-profit making Organisations	None	£428,017	11.68%	Yes Application Form	Reducing



## Public Report

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**Report to:** Full Council  
**Date:** 9 September 2010  
**Title:** Working Groups Terms of Reference

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### 1 Purpose of the Report

To consider the recommendation of the Corporate Development and Audit Working Group (CDAWG) to extend the Terms of Reference of Working Groups to allow for the reporting of additional Council services.

### 2 Summary

There are a number of services which report directly to the Town Clerk and are essential to the delivery of Town Council projects; however these services do not currently report directly to the relevant Working Groups.

There are also a number of Task Groups which meet on an ad hoc basis as required to consider issues of major importance to Farnham and the Town Council e.g. The Minerals Task Group.

CDAWG has recommended that the Terms of Reference for the current Working Groups should be extended. This will improve and help coordinate the shared delivery of these services by allowing them to report to the relevant Working Groups and to reduce the need for the ad hoc meeting of Task Groups.

### 3. Background

The Council agreed the current Terms of Reference for Working Groups in March 2009.

The aim of Working Groups is to allow Councillors to work directly with the Council's Officers to provide direction and advice in delivering the Council's services and projects which are managed by the Council's Officers under delegated authority.

There are a number of services which are linked to the respective Working Groups which currently have no reporting lines to the Working Groups but report directly to the Town Clerk.

There is no recommendation to alter the way the current Working Groups operate or to change the membership of these Working Groups.

CDAWG considered a report by the Town Clerk recommending the extension of the terms of reference to allow other services to have direct reporting lines to the relevant Working Group.

The proposed additional reporting lines are identified below and the amended Terms of Reference are attached at Annexe A,B,C,D, & E.

<b>Corporate Development</b>	<b>Farnham in Bloom</b>	<b>Cemeteries</b>	<b>Tourism &amp; Events</b>	<b>Planning</b>
Community Safety & CCTV	Allotments	Chapel Buildings management	Farmers Market	Transport/Traffic
Communications /newsletter	Bus Shelters	Friends of Farnham Cemeteries	Christmas Lights	Minerals Task Group
Web site	Notice boards		Band stand	Town Plan
Partnerships	Seats		Twinning	
Public Consultations	Cycle racks		Town Guide	
Emergency Plan	Street Lighting		Economic Development Promotion & Implementation	
Business Continuity	Graffiti			
Democratic Services	Public Arts			
Public Consultations	Public Conveniences			
Facilities Management	War memorials			
Economic Development Policy	Parks & open Spaces			
	Town Development			
	Rural Development			

#### **4. Legal and Policy Implications**

All the Town Council's services would report to a Working Group.

#### **5. Financial Implications**

There are no financial implications.

#### **6. Recommendations**

**To consider the recommendation of CDAWG:**

- **That the Terms of Reference for the Working Groups be amended as per the above report.**

---

2 September 2010

Note: The person to contact about this report is The Town Clerk, Farnham Town Council, South Street, Farnham, Surrey. GU9 7RN. Tel: 01252 712667  
Distribution: To all Councillors (by post)



**FARNHAM TOWN COUNCIL**

**CORPORATE DEVELOPMENT AND AUDIT WORKING GROUP**

**DRAFT TERMS OF REFERENCE (09.09.2010)**

The Group will comprise of a minimum of 5 elected members plus the Lead members of the Cemeteries and Appeal Working Group, Farnham In Bloom Working Group and the Tourism and Events Working Group (where they have not been elected)

The quorum of the Group shall be three members.

The Group shall appoint an Elected Member as Lead Member.

**Purpose**

To develop, monitor and review Council functions as and when required as an advisory body to Full Council.

**Terms of Reference**

To develop monitor and or review the following and make recommendations to Full Council:

**Policy and Procedures**

1. Council policy and policy objectives
2. Council Standing Orders and Financial Regulations
3. Performance on aims, objectives, powers and duties of the Council, and Standing Committees if relevant.
4. Council Risk Management Strategy
5. Business Continuity
6. Council strategic objectives and performance
7. Council's Business Plan

**Finance**

8. Council's Financial Plan and Strategy
9. Council annual estimates and precept
10. Use of financial reserves
11. Treasury Management

- 12. Leasing, loans and finance
- 13. Grant Awards
- 14. Appointment of an independent Internal Auditor
- 15. Budget Monitoring

Asset Management

- 16. Asset and Management Strategy
  - To manage Farnham Town Council's assets
  - To review the Management of Farnham Town Council's assets
  - To negotiate the transfer or management of assets to Farnham Town Council from Waverley Borough Council.
- 17. To ensure that the Council is fully covered by Insurance to carry out all its functions as a Local Authority

Human Resources

- 18. Staffing levels and appropriate levels and appropriate levels to deliver services
- 19. The Grading of Staff and level of remuneration using as a guide the National Joint Committee Regulations (NJC Green Book) and the Terms and Conditions in line with the Society of Local Council Clerks. (SLCC)
- 20. The Annual Appraisal of Town Clerk
- 21. Recruitment procedures, equal opportunity statements and guidelines on employment practice
- 22. To determine the final stage of appeals with regard to grievance and disciplinary procedures for all employees.

Community Safety

- 23. Community Safety
  - CCTV

Communications

- 24. Communications
  - Web Site
  - News Letter
  - Annual Report
  - Public Consultations
- 25. Partnerships
- 26. Emergency Planning

27. Democratic Services
- Members Training
  - Members Services

28. Economic Development Policy

Urgent Matters

29. To provide any two elected members of the group to be consulted by the Town Clerk to deal with urgent matters which may have a legal or financial implication for the Council and time restraints prevent the normal arrangement of a Council meeting.

**FARNHAM TOWN COUNCIL**

**FARNHAM IN BLOOM WORKING GROUP**

**TERMS OF REFERENCE**

The Group will comprise of 5 elected members.

The quorum of the Group shall be three members.

The Group shall appoint an Elected Member as Lead Member.

**Purpose**

To work with the Council's Officers for the improvement and development of gardens, open spaces and other public spaces in the Town Council area.

**Key Tasks**

To work with officers to:

1. Manage and deliver Farnham in Bloom and its associated projects including:
  - Britain in Bloom
  - Secret Gardens
2. Identify and obtain funding for the delivery of Farnham in Bloom.
3. Develop community involvement in the delivery of Farnham in Bloom.

The following Town Council Services will also report to the Farnham in Bloom Working Group:

4. Allotments
5. Bus Shelters
6. Street Furniture including:
  - Notice boards, seats, cycle racks and bins.
7. Street Lighting
8. Graffiti
9. Public Arts
10. Public Conveniences
11. Parks and Open Spaces
12. War Memorials

**FARNHAM TOWN COUNCIL**

**CEMETERIES WORKING AND APPEALS WORKING GROUP**

**DRAFT TERMS OF REFERENCE (09.09.2010)**

The Group will comprise of 5 elected members.

The quorum of the Group shall be three members.

The Group shall appoint an Elected Member as Lead Member.

**Purpose:**

To monitor and provide guidance to the Council's Officers in the administration and operation of the Council's cemeteries at Hale, Badshot Lea, Green Lane and West Street.

Under delegated authority from the Town Council to determine Stage 4 Appeals as set out in the Council's Cemetery Regulations.

**Key Tasks:**

To have delegated authority to carry out the following:

- a. To monitor the management and delivery of the Council's Bereavement and Memorial Services
- b. To monitor and review the progression of the Health and Safety Inspections
- c. To consider issues raised during Health and Safety Inspections.
- d. To recommend to Full Council cemetery fees except where this has been explicitly delegated to the Working Group.
- e. To Review the cemetery regulations in line with national good practice and to submit them to Full Council for approval.
- f. Management of Chapel Buildings including the day to day operation and maintenance of Cemetery Buildings.
- g. To review the role of Cemetery Buildings and to make recommendations to the Corporate Development and Audit Task Group and Full Council.
- h. To develop and monitor the implementation of cemetery improvements.
- i. To monitor the training of Council staff and awareness training for elected members.
- j. To review policies for the future operation and use of cemeteries and to recommend them to Full Council.
- k. To monitor complaints regarding the Cemeteries Service.
- l. To review the overall operation of Service for the Cemeteries in Farnham, as required.

- m. To monitor the development of a cemeteries strategy for a pandemic.
- n. To be the final decision making body with regard to the final appeal process as identified in the Cemetery Regulations. To report quarterly to Full Council any decisions.
- o. To review and manage the Friends of Farnham Cemeteries Project.

**FARNHAM TOWN COUNCIL**

**TOURISM AND EVENTS WORKING GROUP**

**DRAFT TERMS OF REFERENCE (09.09.2010)**

The Group will comprise of 5 members.

The quorum of the Group shall be three members.

The Group shall nominate an Elected Member as Lead Member.

**Purpose:**

To monitor and provide guidance to the Council's Officers in the administration, operation and function of the Council's Tourism Provision.

**Key Tasks:**

To have delegated authority to carry out the following:

- a. To deliver the Town Council's Visitor Strategy.
- b. Monitor and review the provision and publication of visitor information including the Town Guide
- c. Review and plan events.
- d. Improve the recognition of Farnham as a visitor destination.
- e. Make Farnham a quality destination, through enhancing the visitor experience and improving the service and facilities for local people.

The following Town Council services will also report to the Tourism and Events Working Group:

1. Farmers' Market
2. Christmas Lights
3. Band Stand
4. Twinning
5. Town Guide
6. Promotion and Implementation of the Economic Development

The Tourism and Events Working Group may only express the approved views and observations of the Tourism and Events Working Group or Council.

**FARNHAM TOWN COUNCIL**

**PLANNING CONSULTATIVE GROUP**

**DRAFT TERMS OF REFERENCE (09.09.2010)**

The Group will comprise of 9 elected members.

The quorum of the Group shall be three members.

The Group shall appoint an Elected Member as Lead Member.

**Purpose:**

To make observations on all planning applications and planning issues, including Development Briefs, Local Plans, Structure Plans and Development Control and to make site visits where necessary.

**Key Tasks**

To have delegated authority to carry out the following:

- a) To inform the community of Farnham on major planning issues and to encourage participation in decision making.
- b) To have delegated authority to exercise the Town Council's statutory right to be notified of planning applications.
- c) To approve the preliminary observations of the Town Council's officers on all planning issues.
- d) To make observations on all planning applications notified by the Planning Authorities.
- e) To make observations on all telecommunication proposals received by Farnham Town Council.
- f) To submit the Council's and the Planning Consultative Group's observations to the relevant planning authorities.
- g) To hear preliminary proposals for development within Farnham
- h) To represent the views of the Council at planning appeals.
- i) To represent the Council at Development Forums and Planning Authority Site Visits and Planning Committee Meetings.
- j) To consider the environmental impact of planning proposals in Farnham and adjacent parishes.
- k) To be responsible for the monitoring, development, co-ordination and review of a Farnham Design Statement.
- l) To work with principle authorities to develop the Local Development Framework and associated strategies.
- m) To respond to any consultations or matters on traffic and transport affecting the Town Council area.
- n) To respond to any consultations or matters on Minerals affecting the Town Council area.
- o) To refer any of the above matters to Full Council for debate and decision.



The Planning Consultative Group may only express the approved views and observations of the Planning Consultative Group or Council.

Representation at Outside Bodies may be undertaken by delegated Elected Members or Officers of Farnham Town Council.



# FARNHAM TOWN COUNCIL

# D

## Public Report

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**Report to:** Full Council

**Date:** 9 September 2010

**Title:** Installation of additional lighting in Gostrey Meadow and improvements to the electricity supply

---

### 1 Purpose of the Report

To consider upgrading the power output, installing additional lighting columns to the park and war memorial and having additional power for the bandstand and stalls in Gostrey Meadow.

### 2 Summary

The Town Council now uses Gostrey Meadow as its main location for the delivery of an annual programme of very successful events. As these events are becoming more popular there is also a growing demand to improve the quality of services we provide to support these events. In particular the need for additional electricity to stalls and music.

The Council has a statutory obligation to consider Community Safety implications in the delivery of all its services. As a result of this obligation and a request from local organisations the Council in partnership with these organisations installed a lighting scheme across the park. The lighting scheme has proved to be very successful, but now requires extending and the lighting around the bridge needs improving.

An extension of the scheme would provide additional lighting around the war memorial which is owned and maintained by the Town Council as well as providing additional illumination in the darker areas and would therefore enhance the capability of the CCTV camera coverage which is due to be installed.

Option 1 of proposed project would provide additional lighting and upgrade the power available within the park at a cost of £15,291. However, this project would require power leads to be laid from one feeder column over the ground on a temporary basis to all the stalls, potentially creating a trip hazard which would have to be managed at each event.

Option 2 of the proposed project would provide two additional feeder columns near to the path thereby reducing the need for long power leads across the park. The additional estimated cost of this project is £6,000.

### 3. Background

Waverley Borough Council currently own Gostrey Meadow.

Farnham Town Council currently owns the bandstand, public toilets, the war memorial and the existing

3 lighting columns and up-lighters by the bridge in Gostrey Meadow.

Farnham Town Council has also submitted a planning application to install a CCTV camera in Gostrey Meadow.

#### 4. Current Situation

During the recent programme of events provided by the Town Council in Gostrey Meadow, there have been a number of times when the electricity supply has failed due to a large demand on the power outside the capacity of the current supply.

The Council's Officers have reviewed the demands on the current electricity services and have consulted Southern Electricity regarding the best solution to address the Council's issues and to enhance the current lighting system.

The proposed solution to address these issues is identified in Option 1 below.

The location of a single feeder column will require the Council to run wires across the surface of the park which may create a number of trip hazards. Therefore, a second option of providing an additional two columns closer to where the power is needed has been considered as in option 2. This is currently an estimated cost for these additional works.

<b>Description of proposed works: Option 1</b>	<b>Cost of works</b>
The up-lighters over the bridge are currently not working due to vandalism. Parts for the up-lighters are expensive and difficult to source and therefore it is suggested that a lighting column would be a better and cheaper option. <b>It is suggested to install 1 lamp column next to the bridge</b>	£2,013.06
The war memorial is currently not lit and has been requested that it is lit to discourage assaults, attacks and anti social behaviour in this area of the park. <b>It is suggested to install 2 lamp columns around the war memorial</b>	£5,897.16
At the Police Station end of the park there is currently only light from the existing street lamps on Union Road and Longbridge. <b>Suggested to extend the park lights to include an extra column along the path</b>	£2,323.21
The park currently has a 32amp output which is not sufficient for everything it needs to power. 100 amps is the maximum output that can be arranged and this would then allow for a metered supply which could be re-charged if the bandstand is hired. <b>It is suggested to install a 100amp metered supply – cost including connecting to the new feeder pillar by the playground</b>	£2,368.94
There is currently power to the bandstand and on the 3 existing columns in the park. Southern Electric has informed the Town Council that they do not meet current safety requirements and in their opinion the power source should be changed to a market feeder pillar installed next to the playground. <b>Suggested to remove the existing sockets and replace with the market feeder pillar next to the playground</b>	£2,688.82
<b>Total Cost of project</b>	<b>£15,291.19</b>
<b>Description of proposed works: Option 2</b>	
There is no available power on the side of the park closest to the police	£6,000

station. Members may wish to consider whether 2 further feeder pillars are needed and should be installed on this side of the park – <b>Approximate estimate cost inc grounds works.</b>	
<b>Total Cost of project plus additional feeder pillars</b>	<b>£21,291.19</b>

#### 4. Legal and Policy Implications

1. To note that as per Financial Regulation 11.1 (b) that three quotes should be obtained for the electricity and lighting works to Gostrey Meadow
2. That under Financial Regulation 11.1 (c), that Council waive Financial Regulation 11.1 (b) to obtain three quotes for the electricity and lighting works to Gostrey Meadow due to Southern Electric contracting being the largest company and having won the tender contracts for both Waverley Borough Council and Guildford Borough Council and the difficulty in obtaining a further two quotes within the timescale outlined below.

#### 5. Financial Implications

1. Within the Council's earmarked reserves there is £15,000 identified for this project.
2. The total cost of the project is £15,291.19 + VAT (subject to the confirmed quote from Scottish and Southern Energy about the cost of the increased power supply) without the additional 2 market feeder pillars near to the Police Station.
3. The total cost of the project including the marker feeder pillars near to the Police Station side of the park is estimated at £21,291.19

#### 6 Time Restraints

Once the order is placed there is a 8 week lead time for works to be completed and if this work is to be completed for the Christmas Lights switch-on ceremony this only leave 2 weeks for any delays.

#### 6 Recommendations

1. That under Financial Regulation 11.1 (c), that Council waive Financial Regulation 11.1 (b) to obtain three quotes
2. To agree the order for the above works be placed with Southern Electric Contracting
3. To agree the project under Option 1 at a cost of £15,291.19 be approved.
4. Or to agree the project under Option 2 at a cost of £21,291.19 with the additional 2 market feeder pillars near to the Police Station.
5. To agree the release of ear marked reserves for Option 1 of £15,000.
6. Or To agree the release of ear marked reserves of £15,000 plus to release an additional sum up to £6,000 from General Reserves for Option 2.

25 August 2010

Note: The person to contact about this report is The Town Clerk, Farnham Town Council, South Street, Farnham, Surrey. GU9 7RN. Tel: 01252 712667 Distribution: To all Councillors



Local referendums to veto excessive council tax  
increases  
**Consultation**



# Local referendums to veto excessive council tax increases

## **Consultation**

Department for Communities and Local Government  
Eland House  
Bressenden Place  
London  
SW1E 5DU  
Telephone: 030 3444 0000  
Website: [www.communities.gov.uk](http://www.communities.gov.uk)

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July 2010

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## About this consultation

### Scope of consultation

Topic of consultation	A proposal to allow local referendums to veto excessive council tax increases as an alternative to capping by central government.
Scope of consultation	This consultation seeks views on the practicality and technical feasibility of the scheme, particularly from local authority practitioners.
Geographical scope	England. The relevant legislation covers both England and Wales but the administration of council tax in Wales is a matter for the Welsh Assembly Government.
Impact assessment	Relevant provisions will be included in the Localism Bill, which will be subject to a full impact assessment.

### Basic information

To	Local authorities (including police authorities, fire and rescue authorities and local precepting authorities). Representative organisations (including the LGA, London Councils, IRRV, Cipfa, NALC) and others with an interest in local taxation issues.
Body responsible for the consultation	Department for Communities and Local Government
Duration	Six weeks (30 July to 10 September). This is in line with the arrangements agreed under the <i>Framework for Partnership</i> with the Local Government Association.
Enquiries	Jasna Begum Local Government Finance Directorate Department for Communities and Local Government Zone 5/D2 Eland House Bressenden Place London SW1E 5DU  Telephone: 030 3444 1304 Email: <a href="mailto:counciltax.consultations@communities.gsi.gov.uk">counciltax.consultations@communities.gsi.gov.uk</a>
How to respond	To either of the addresses above.
Additional ways to become involved	Not applicable.
After the consultation	The Government will take into account the responses to this consultation in its preparation of draft clauses for the forthcoming Localism Bill, to be laid before Parliament in the first Parliamentary session.
Compliance with the code of practice on consultation	This consultation complies with the Code.



### Background

Getting to this stage	The Coalition <i>Programme for Government</i> , published on 20 May 2010, stated that the Government would “give residents the power to veto high council tax increases.”
Previous engagement	Not applicable

This consultation document and consultation process have been planned to adhere to the Code of Practice on Consultation issued by the Department for Business, Innovation and Skills and is in line with the seven consultation criteria, which are:

1. Formal consultation should take place at a stage when there is scope to influence the policy outcome.
2. Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.
3. Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.
4. Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.
5. Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.
6. Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.
7. Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.

Representative groups are asked to give a summary of the people and organisations they represent and, where relevant, who else they have consulted in reaching their conclusions when they respond.

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the department.

The Department for Communities and Local Government will process your personal data in accordance with the DPA and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties. Individual responses will not be acknowledged unless specifically requested.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.

Are you satisfied that this consultation has followed these criteria? If not or you have any other observations about how we can improve the process please contact:

CLG Consultation Co-ordinator  
Zone 6/H10  
Eland House  
London SW1E 5 DU

or by e-mail to: [consultationcoordinator@communities.gsi.gov.uk](mailto:consultationcoordinator@communities.gsi.gov.uk)

### Consultation process

The Department for Communities and Local Government invites comments on the proposals set out in this document. This is a technical consultation seeking views from experts on the practicalities of implementing our proposals. Given this, the consultation will run for a shorter timeframe of six weeks – until **10 September 2010**.

When responding, please state whether you are responding as an individual or representing the views of an organisation. Responses to this consultation must be received by **10 September 2010**.

You can email your response to: [counciltax.consultations@communities.gsi.gov.uk](mailto:counciltax.consultations@communities.gsi.gov.uk)

Or you can respond in writing to:

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# Introduction

1. Band D council tax has more than doubled since 1997-98 and high increases in the past have led to various measures designed to constrain local discretion, including council tax capping. Often these measures appeared to be based on the presumption that Government ministers and their civil servants knew better than local communities what was in their best interest. The Coalition Government is determined to reverse this presumption and to rebalance the role of the central state and local communities. This will see the Government playing a much smaller role, with powers and responsibilities being devolved to the most appropriate level, wherever possible empowering local people so that they have a direct say in important decisions that affect their lives. In relation to council tax, this means abolishing capping and giving local people a stronger role in determining annual increases. The Government intends to introduce legislation to achieve this at the earliest opportunity.

## Current system

### Council tax

2. Council tax is a tax on the capital value of domestic properties. It is the main source of locally-raised income for many local authorities and is therefore an important source of funding. The Local Government Finance Act 1992 ('the 1992 Act') provides for certain local authorities to levy and collect council tax:

- billing authorities (the Common Council of the City of London, London boroughs, metropolitan districts, non-metropolitan districts, and unitary authorities) are required to send out a bill each year to council taxpayers and to enforce collection
- major precepting authorities (the Greater London Authority, non-unitary county councils, police authorities, and fire and rescue authorities) and local precepting authorities (the sub-treasurer of the Inner Temple, the under-treasurer of the Middle Temple, town, parish or community councils, the chairman of a parish meeting, and charter trustees) issue precepts to billing authorities for the collection of council tax on their behalf

3. Properties are allocated into one of eight valuation bands, from Band A to Band H, and this information is used to calculate the council tax base for an area by converting the number of actual properties into an equivalent number of Band D properties<sup>1</sup>. Billing authorities and major precepting authorities calculate their own 'basic amount of council tax'<sup>2</sup> and use this to determine the liability of individual properties. Local precepting authorities, by contrast, simply inform the billing authority of their total budget requirement for the year and leave it to the billing authority to calculate the relevant council tax. The bill which is sent to the council taxpayer shows the amounts required by each billing and precepting authority in the area and the percentage increase in each since the previous year.

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<sup>1</sup> Band A properties are liable to pay two thirds of the 'standard' Band D amount. Band H properties are liable to pay double the Band D amount. The remaining bands lie in between these two points. The council tax base is a weighted average based on these proportions.

<sup>2</sup> An authority's basic amount of council tax is the amount set by the authority under section 33(1) of the 1992 Act if the authority is a billing authority, or section 44(1) of that Act if the authority is a major precepting authority. It is the amount that would be payable in respect of a Band D dwelling if all local precepts and special expenses were payable in respect of all chargeable dwellings in the authority's area.

### Capping

4. Successive governments have reserved the right to limit increases in domestic taxation where these have been judged to be excessive. Under current capping legislation (see Chapter 4A of Part 1 of the 1992 Act, which was inserted by the Local Government Act 1999), 36 authorities have had capping action taken against them since the 1999 powers were first used in 2004-05.

5. In order to take capping action, the Secretary of State for Communities and Local Government must first determine whether the amount calculated by an authority as its budget requirement is excessive, in accordance with a set of principles. If the Secretary of State sets principles, the legislation requires him to set a principle based on authorities' budget requirements. The Secretary of State may set any other principle. In practice there has always been at least one other principle based on council tax increases.

6. If a local authority sets an excessive budget requirement, the Secretary of State may either:

- designate it in relation to the year in question, which would require the authority to re-bill council taxpayers or
- nominate the authority and either:
  - (a) designate it in advance in respect of the following financial year, which effectively means that Government sets the following year's budget requirement for the authority or
  - (b) set a notional budget requirement for the year in question, against which increases in subsequent years can be measured in deciding whether or not these are excessive

7. A criticism made about capping has been the policy of central government to set capping principles after local authorities have set their budget requirements. This has meant that authorities could not be certain whether or not the council tax increases they were setting would be capped.

### Parish precepts

8. There has been a growing awareness in recent years of the council tax increases set by local precepting authorities, and of the very high precept increases set by some town and parish councils in particular. Increases in council tax revenue from town and parish councils have outstripped those for England in each of the last five years. The average town and parish precept set in some billing authorities (around £100) is larger than that of the smallest shire district of Breckland (£68). It is right that local precepting authorities should have the resources they need to support neighbourhoods and local communities. However it is also right that council taxpayers are protected from excessive increases.

# Introduction of local referendums

## Legislation

9. The Government will introduce legislation at the earliest opportunity requiring any billing or precepting authority which sets an excessive council tax increase to hold a referendum. The key elements of the scheme will be as follows:

- (a) The Secretary of State will have the power each year to determine a principle based on a comparison of an authority's level of council tax with the level in the previous year. The legislation will enable the Secretary of State to set additional principles; it will also allow him to determine different sets of principles for different categories of local authorities.
- (b) These principles will be published in a report for approval by the House of Commons. If the principles are approved, any authority planning an excessive council tax increase will be required to prepare a 'shadow budget' based on the maximum non-excessive council tax increase allowed by the principles.<sup>3</sup> They will also be required to inform the Secretary of State by notice.
- (c) Any billing authority, local precepting authority or major precepting authority which exceeds the principles will be required to hold a referendum of all registered local electors. Local authorities will be free to hold referendums at any point after the House of Commons has approved any principles set. Referendums must take place no later than the first Thursday in May, to ensure that the process is not subject to delay and that local authorities have certainty over their budgets as quickly as possible in the new financial year.<sup>4</sup>
- (d) The organisation and administration of referendums will fall to billing authorities and will be modelled on the existing provisions for mayoral referendums<sup>5</sup> where relevant and appropriate. The legislation will allow billing authorities to recoup costs where referendums are held on behalf of a precepting authority. It will also require that only one referendum is held in circumstances where an excessive increase is set by more than one authority in the same geographical area.
- (e) The legislation will require the authority proposing the excessive increase ('the relevant authority') to prepare supporting factual material setting out the proposed council tax increase and budget, the comparative non-excessive council tax rise and shadow budget, and the estimated cost of holding the referendum. At the same time that bills are sent to council taxpayers, the billing authority will send this information, together with polling cards, to every registered local elector. Local councillors would of course be free to make the case for any excessive increase, but the relevant authority would be prohibited from campaigning on the issue.

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<sup>3</sup> Consistent with Section 25 of the Local Government Act 2003, the chief financial officer (for billing authorities and major precepting authorities) would be required to report on the robustness of the estimates in the shadow budget requirement and the adequacy of the reserves provided for in the calculations.

<sup>4</sup> In every year the ordinary day of election of councillors is the same day for all local government areas in England and Wales. It is the first Thursday in May or such other day as may be fixed by the Secretary of State by order (see section 37(1) of the Representation of the People Act 1983).

<sup>5</sup> The Local Authorities (Conduct of Referendums) (England) Regulations 2007.

- (f) If the proposed rise in council tax were rejected, the relevant authority would immediately adopt the shadow budget and transfers from the Collection Fund would be reduced accordingly. It would also be required to inform the Secretary of State by notice. The billing authority would be able to issue new bills immediately, offer refunds at the end of the year or allow credits against liability in the following year. However, consistent with existing legislation<sup>6</sup>, billing authorities will be required to refund (and re-bill) any local resident who requests this.

10. This scheme will be applicable to each billing authority, local precepting authority and major precepting authority (including police authorities, fire and rescue authorities and the Greater London Authority). It would also apply to directly elected Police and Crime Commissioners when they come into being. Whilst there would only be one referendum in each geographical area, there would be a separate vote for each element of the overall council tax bill where an authority had set an excessive increase. Voters in these areas would be given a number of voting forms (or a number of separate questions on the same form).

### Policy

11. It is not envisaged that the legislation will require the Secretary of State to publish principles at a specific point each year. However, as a matter of policy, the Government intends to propose principles at around the same time as publication of the provisional Local Government Finance Report and to have both the Local Government Finance Report and the report containing the principles debated by the House of Commons at the same time. This will allow local authorities to complete their budget setting and billing processes in the normal way, and to prepare shadow budgets in good time.

12. There are occasions when authorities may set council tax increases that are very large when expressed in percentage terms, even though the absolute cash increase is very small. To prevent such authorities from being required to hold a referendum – and to protect the large majority of smaller parish councils and other local precepting authorities – the Government intends, again as a matter of policy, to include a standard *de minimis* principle which would provide a ‘double lock’ mechanism. This would exclude authorities where **either** (a) the increase in the basic amount of council tax is below a defined amount **or** (b) the total income generated (ie. the council tax requirement) is below a fixed level.

13. The Government sees advantages in giving the Secretary of State discretion to determine different sets of principles for different categories of authorities (such as police authorities and fire and rescue authorities) – and to determine how those categories are defined. This would allow him to take into account circumstances affecting only particular categories of authorities – for example, the potential impact of Formula Grant distribution on different categories of authorities, or pressures on a service or services provided by a particular category of authority.

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<sup>6</sup> See, for example, section 31(4) of the Local Government Finance Act 1992.

### Process

14. The Government believes it is right to require billing authorities to organise referendums given their existing responsibility for administering local government elections. The Government also believes that the referendum franchise should extend to all local electors, not just those liable for council tax, since all benefit in some way from the provision of local services. It is aware that this proposal would exclude council taxpayers who, for whatever reason, do not have a right to vote in local elections.

15. The Government intends to model the provisions for council tax referendums on the existing provisions for mayoral referendums where relevant and appropriate. In particular, this would:

- place certain restrictions on the steps that may be taken, and the expenditure that may be incurred, by a local authority in connection with a referendum
- require the referendum to take place within a specified time period
- set out the structure of the question to be asked

16. There will be no minimum requirement for voter turnout and a simple majority of those voting will be sufficient to determine the outcome of the referendum. If a majority vote in favour of an excessive increase, the relevant authority would continue to receive transfers from the Collection Fund based on its original budget. If a majority vote against an excessive increase, the relevant authority would immediately adopt the shadow budget and transfers from the Collection Fund would be reduced accordingly. In either case, the authority would be required to inform the Secretary of State of the outcome of the referendum and explain to council taxpayers the process for repayment of money where appropriate.

17. A proposed timetable for announcing the council tax principle, local authorities budgeting and billing process, and holding referendums, is attached at Annex A.



### Abolition of capping

18. The introduction of council tax referendums will provide a direct link between local residents and the spending decisions of the local authorities to whom they pay their council tax. The Government therefore intends to repeal Chapter 4A of the 1992 Act in its entirety. However, until provisions for council tax referendums are in place, the Government reserves the option to use existing capping powers to protect council taxpayers from excessive increases where necessary.

#### **Alternative notional amount reports**

19. To ensure capping decisions are taken as fairly as possible, alternative notional amounts (ANA) reports are produced for authorities where there have been significant changes in function, finance or structure. These are technical adjustments to ensure that year-on-year comparisons of local authorities' budget requirements are made on a like-for-like basis.

20. With the abolition of capping, the Government sees no further need for these reports. Under the proposals set out above, local authorities would be able to explain the impact of any functional, finance or structural changes in the material they produce to accompany the referendum – and local people would then be able to vote on the basis of that information.

21. Where the structural change involves the creation of an entirely new authority – for example if two or more existing authorities are merged, or where a new parish is established – it would be more difficult to judge how the council tax principle might be applied without an ANA report in the year in which the change occurred. In such circumstances, for local precepting authorities, the Government expects that the wider process which led to these sorts of structural changes would ensure they had democratic legitimacy and local support. For billing and major precepting authorities, the Government envisages putting in place bespoke arrangements where necessary to protect council taxpayers from sudden changes in their liability.

#### **Calculation of budget requirements**

22. The requirement for authorities to calculate a budget requirement, as set out in the Local Government Finance Act 1992 (and amended by the Local Government Act 1999), was introduced specifically for the purposes of limiting council tax increases through capping. The question therefore arises as to whether, with the abolition of capping, there is any need to retain those sections of the 1992 Act which require authorities to calculate a budget requirement – and whether the repeal of the budget requirement aspects of the legislation would lift a reporting burden on authorities (bearing in mind that local authorities will still be required to calculate a council tax requirement). The Government therefore invites authorities' views on whether or not the requirement in current legislation to calculate a budget requirement should remain in place, or whether this should be repealed alongside capping.

### Questions for consultation

23. We welcome your views on the mechanics of the process outlined above – including whether there are any practical difficulties with the system proposed or any unforeseen implications. In particular we would welcome responses to the following questions:

- Question 1.** Do you agree that local precepting authorities, such as town and parish councils, should be included within the provisions for council tax referendums? If so,
- are there details about the budget setting process for local precepting authorities which need to be taken into account?
  - will the ‘double lock’ mechanism work to protect the majority of town and parish councils?
- Question 2.** Are the Local Authorities (Conduct of Referendums) (England) Regulations 2007 the right model for organising and administering council tax referendums?
- Question 3.** Are there any practical difficulties in requiring council tax referendums to take place no later than the first Thursday of May?
- Question 4.** What are the advantages and disadvantages of holding a council tax referendum on the same day as another local referendum, or jointly with a local and/or general election? Current regulations allow for higher expenses per elector in a referendum than in a local election – would this raise any concerns if both votes are held on the same day?
- Question 5.** What provision, if any, should be made for properties where the council tax payer is not a local elector?
- Question 6.** Does the timetable at Annex A provide sufficient stability and certainty for local authorities when planning their budgets? Does it provide sufficient time to organise and administer referendums?
- Question 7.** Is it right to give local authorities the discretion to issue new bills immediately, offer refunds at the end of the year or allow credits against liability in the following year?
- Question 8.** How should billing authorities treat bank interest earned on excessive increases that have been rejected in a referendum?
- Question 9.** What practical difficulties, if any, would there be for a billing authority seeking to recoup the cost of a referendum held on behalf of one or more precepting authorities?
- Question 10.** Are there any technical difficulties with the removal of alternative notional amount reports?
- Question 11.** With the abolition of capping, is there any reason why authorities should be required to calculate a budget requirement each year?

## Annex A – Local referendums: illustrative timetable

Late November/ early December	<ul style="list-style-type: none"> <li>Provisional Local Government Finance Report published for consultation.</li> <li>Provisional council tax referendum principles announced.</li> </ul>
December to March	<ul style="list-style-type: none"> <li>Precepting and billing authorities draw up budgets and proposed council tax levels in the usual way.</li> <li>Authorities planning to set excessive council tax increases also draw up shadow budgets and prepare material informing residents about the forthcoming referendum (including how they will be able to vote), and billing authority calculates cost of referendum.</li> </ul>
January	<ul style="list-style-type: none"> <li>Provisional Local Government Finance settlement consultation ends. Ministerial decisions on Formula Grant and council tax referendum principles announced.</li> </ul>
February	<ul style="list-style-type: none"> <li>Parliament approves final Local Government Finance Settlement allocations and the report containing the council tax referendums principles.</li> <li>14 February – deadline for bodies that levy on local authorities to set their levy.</li> </ul>
March	<ul style="list-style-type: none"> <li>1 March – major precepting authorities set budgets, and shadow budgets where necessary.</li> <li>11 March - billing authorities set budgets and shadow budgets where necessary.</li> <li>Billing authorities send out council tax bills and details of referendum and supporting material.</li> </ul>
May	<ul style="list-style-type: none"> <li>Referendums to be held by the first Thursday in May at the latest.</li> <li>Billing authority to: <ul style="list-style-type: none"> <li>inform relevant precepting authorities, council taxpayers and electors of result of referendums</li> <li>send out details of new budget/refunds where necessary</li> <li>charge relevant precepting authorities for cost of holding the referendum</li> </ul> </li> <li>If the rise in council tax is rejected, the relevant authority immediately adopts the shadow budget.</li> </ul>
February/March of the following year	<ul style="list-style-type: none"> <li>Refunds paid to residents where necessary.</li> </ul>





# **Policing in the 21<sup>st</sup> Century: Reconnecting police and the people**



# **Policing in the 21<sup>st</sup> Century: Reconnecting police and the people**

Presented to Parliament  
by the Secretary of State for the Home Department  
by Command of Her Majesty

July 2010

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**Policing in the 21<sup>st</sup> Century: Re-connecting the police and the people**

Ministerial foreword

Chapter 1: The challenge

Chapter 2: Increasing democratic accountability

Chapter 3: Removing bureaucratic accountability

Chapter 4: A national framework for efficient local policing

Chapter 5: Tackling crime together



### **Ministerial foreword**



This Government's vision is for a free, fair and responsible society. At the heart of that vision is a radical shift in power and control away from government back to people and communities. Nowhere is that more true than in our plans for policing reform. Reform is critical. Increasing Government interference in recent years has changed the focus of the police. They have become responsive to government targets and bureaucracy rather than to people. They have become disconnected from the public they serve. Crime is still too high; too many individuals and neighbourhoods suffer anti-social behaviour; and only just over half the public have confidence that the issues that matter locally are being dealt with. At the same time the challenges we face have changed. Terrorism, a growth in serious organised crime and cyber-crime all require approaches which cross not just police force boundaries but international borders.

The mission of the police which was established by Sir Robert Peel as preventing crime and disorder has not fundamentally changed. Nor has the dedication of the officers and staff that have served since. But over time the model for policing initiated by Peel has slowly been eroded. His revolutionary model for policing in London was so successful, Parliament legislated for similar bodies across the country but subject to local accountability by people who knew the locality and what was wanted – initially magistrates and councillors in early forms of what would become police authorities. Over time however the role of central Government grew. As the number of police forces fell, police authorities took on bigger areas. They have since become remote and invisible, without the capability and the mandate to insist on the priorities of local people. Instead, central government sought to fill the vacuum in determining local priorities and performance.

So to achieve Peel's mission of preventing crime and disorder (which we now call anti-social behaviour), we need to once again reform policing in the country; restoring once more the connection between the police and the people, putting the public back in the driving seat and enabling the police to meet the new crime and anti-social behaviour challenges.

This paper signals the most radical change to policing in 50 years. We will transfer power in policing – replacing bureaucratic accountability with democratic accountability.

First we will transfer power back to the people – by introducing directly elected Police and Crime Commissioners, representing their communities, understanding their crime and anti-social behaviour priorities and holding the Chief Constable to account for achieving them, and being able to fire her or him if they do not. Chief Constables will be responsible for the day to day operations of their police force but accountable to the public via these individuals and not Whitehall. Together, they will lead the fight against crime and anti-social behaviour. Our plans will make the police more accountable, accessible and transparent to the public and therefore make our communities safer. Regular beat meetings will allow people to challenge the police's performance and accessible 'street level' crime data will shine a light on local crime trends and concerns.

Secondly, we will transfer power away from government – trusting police professionals. We will do away with central targets. Frontline staff will no longer be form writers but crime fighters: freed up from bureaucracy and central guidance and trusted to use their professionalism to get on with their jobs.

Thirdly, we will shift the focus of government. The previous government tried to micro manage local policing but did not support forces effectively on national issues. We will change this. We will create a new National Crime Agency to lead the fight against organised crime, protect our borders and provide services best delivered at national level.

We want to ensure that the 'golden thread' that runs from local policing across force boundaries and internationally is not broken. The large scale devolution in power to local forces will be matched by a stronger, more streamlined approach on those issues that do require national coordination.

These changes will have to be made at a time of serious and difficult budget cuts. I have already been clear that the police will have to bear their fair share of the burden. That is why value for money will have to drive everything the police do.

The police are charged with keeping people safe; cutting crime and anti-social behaviour. I am confident that they will do all within their power to meet that responsibility, and preserve the frontline of the police service for local communities.

This document sets out our plans for police reform including elements that will be part of the Police Reform and Social Responsibility Bill that we will introduce in the Autumn. They represent exciting new opportunities for individuals, communities and police officers at all levels to shape the future of policing. I want to hear your views about how we can best make the reforms work.

I believe these radical reforms will build a strong new bridge between the police and the public. In short they will ensure policing for the people.

A handwritten signature in black ink, appearing to read 'T. May', with a large, sweeping initial 'T'.

**RT HON THERESA MAY MP**  
**HOME SECRETARY**

## **Chapter 1: The challenge**

1.1 Despite spending more on criminal justice than any other comparable country the UK is still a relatively high crime country compared with its neighbours.<sup>1</sup> Too many of us fear crime and anti-social behaviour (ASB)<sup>2</sup> and we turn a blind eye when we see it – often because we are fearful of the consequences of doing so, not because we don't care or can't be bothered.<sup>3</sup> In Germany, two thirds of people said they would intervene to stop ASB, in the UK two thirds would not.<sup>4</sup> After years of rising budgets and police numbers crime is still too high, people still feel unsafe and ASB blights too many communities.

1.2 Sir Robert Peel's first principle of policing stated: "The basic mission for which the police exist is to prevent crime and disorder". This remains the case, but the challenges facing communities and the police have changed over time. Since the 1960s, new technologies have helped police to keep up with advances in the way that crime is committed. The increased mobility of criminals has been matched by the patrol car and radio communication; analysis of crime and ASB hot spots allows response teams to see where they should be targeted.

1.3 But whilst technology has enabled the police to keep up with new types of crime and criminal, the ongoing centralisation of the police has left the service disconnected from the communities they are there to serve. The gap we need to fill today is one of accountability, not technology.

1.4 The approach of the last decade has been for central government to intervene more and more in local policing in an attempt to make it more accountable. There has been an ever increasing list of legislation with the specific aim of centralising policing. The Home Secretary has been given stronger and stronger powers to intervene; to set national objectives; publish data relating to performance; issue codes of practice and guidance; and direct police authorities. In 2001 this process of centralisation continued through the creation of the Home Office Police Standards Unit. Its aim was to strengthen the performance of local police command units and, in time, it would end up intervening in forces that were failing. Nowhere in this long list of reforms does the public appear as the natural democratic check and balance that Peel referred to in 1829 as the bedrock of police activity.

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<sup>1</sup> Criminal Victimization in International Perspective

[http://rechten.uvt.nl/icvs/pdf/files/ICVS2004\\_05.pdf](http://rechten.uvt.nl/icvs/pdf/files/ICVS2004_05.pdf)

<sup>2</sup> 53% of people in the UK find 'crime and violence' one of the three most worrying things, compared to 40% in Italy, 33% in France and 20% in Spain, Ipsos-MORI, May 2009

<sup>3</sup> Casey, L, Engaging Communities in Fighting Crime, Cabinet Office (2008)

[http://www.cabinetoffice.gov.uk/media/cabinetoffice/corp/assets/publications/crime/cc\\_summary.pdf](http://www.cabinetoffice.gov.uk/media/cabinetoffice/corp/assets/publications/crime/cc_summary.pdf)

<sup>4</sup> When asked if they would challenge a group of 14 year old boys vandalising a bus shelter, 64% of German respondents said they probably or definitely would, compared to 62% of British respondents said they probably or definitely would not. Anti-Social Behaviour Across Europe, ADT, 2006

1.5 The service has taken strides to make better connections with its community and its partners. In particular at a local level they are important partners in local Community Safety Partnerships (CSPs) and the service has rolled out dedicated Neighbourhood Policing Teams (NPTs) which are valued by their communities. These are all worthy reforms, spurred by the right ambition. They have gone some way to decentralise the service. But we need to go further to make it more accountable to local people.

1.6 The previous Government's approach failed to recognise problems that were more fundamental. They failed to recognise that those who should be in the driving seat, those who suffer when things don't work, are the public, not Government. And they undermined the professional discretion of the police – driving a wedge between the police and the public they are meant to serve.

1.7 Their approach and specific initiatives distorted the tripartite relationship that underpins policing – the relationship at a national level between central government, the professional leadership of the service and those responsible for its local accountability. Central government interfered too much in local issues, and failed to provide the right challenge and support for policing issues that went beyond force boundaries. Professionals saw their judgement undermined, leading them to take refuge in bureaucracy, looking upwards to Whitehall, rather than outwards to the public they joined to serve. Partnerships made strong steps in trying to work together to prevent crime, but were pulled in opposing directions by different Government departments.

1.8 The challenges the police service now face require a new approach.

### Challenges of a service accountable to Whitehall not the public

1.9 To cut crime, policing relies not just on the consent of the people but their active cooperation. But the bond between the police and local people is not strong enough. The police have been encouraged to focus on the issues that national politicians have told them are important rather than the concerns of their local communities. Reports to Ministers and civil servants in Whitehall have taken precedence over information to help the public judge how well the police service is doing.

1.10 Targets and standards in policing were driven by Whitehall rather than the public. At best, national targets and standards have not taken account of local needs, and at worst eroded Chief Constables' professional responsibility for taking decisions to meet the particular needs of their local communities. All too often targets have driven perverse incentives. For example the 'Offences Brought to Justice' target incentivised officers to pursue easy to achieve low-level detections rather than focusing on more serious offences.

1.11 Many individual members of police authorities have made great efforts in recent years to improve police responsiveness and represent local communities. But despite these efforts the public are often unaware of police authorities themselves. A Cabinet Office review in 2007 highlighted that only 7% of the public would know to go to their Police Authority if they had a

problem with policing in their local area. The public do not know how to influence local policing, let alone get actively involved. There is no direct way for the public to change or challenge those who govern policing on their behalf.

### Challenges of disempowered professionals

1.12 Whitehall has not only caused a growing disconnect between the police and the people; it has disempowered the police themselves.

1.13 The police have been tied up in bureaucracy following central guidance setting out how they should do their work rather than using their professional judgement to get on with their jobs serving their communities. Police have become form writers rather than crime fighters, taken away from the public by bureaucracy and overly prescriptive central guidance. Despite record numbers of police officers and staff, the police are spending less time on the street.

1.14 Bureaucracy has not just been created by central Government. There are some inefficient and bureaucratic processes within the police itself that need to be addressed, for example forms or guidance created by forces themselves to cover their backs in a culture that is too 'risk averse'. Police officers and staff are being overwhelmed by the sheer volume of central policing guidance being issued. In the last year alone some 52 documents were issued and a further 60 were found to be in planning. The average length of such documents was just under 100 pages. These manuals contained over 4000 new promises, covering duties such as policing international cricket matches and data collection for missing persons.

1.15 National targets, multiple funding streams and restrictive guidance have also pulled community safety and criminal justice partners in different directions, creating elaborate and bureaucratic formal relationships rather than a practical focus on the outcomes that matter to their communities. Too much regulation and an increasingly intrusive state have crowded out the instinct of local people and voluntary organisations. We need to move beyond the era of bureaucratic accountability to one of democratic accountability.

### Challenges of visibility and availability

1.16 A report published this month by Her Majesty's Inspectorate of Constabulary (HMIC) called *Valuing the Police* shows that the result of this bureaucratic form-filling, over prescription and central guidance is that only 11% of police officers are available to the public at any time.<sup>5</sup> This is not the service that the public should expect. The public should expect them to be on their streets, visible and available to serve and keep them safe.

1.17 But over the last decade the police service at all levels, from Chief Constables to front line professionals, has been expected to deal with an increasingly complex set of expectations. New challenges – most obviously

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<sup>5</sup> Valuing the Police, HMIC, 2010,  
[http://www.hmic.gov.uk/SiteCollectionDocuments/Value%20for%20Money/VTP\\_NFS\\_20100720.pdf](http://www.hmic.gov.uk/SiteCollectionDocuments/Value%20for%20Money/VTP_NFS_20100720.pdf)

work to counter terrorism, but also the growth in serious and organised crime, cyber crime, economic crime, child protection and domestic violence – have become central to the business of policing. The need for much more effective work with local authorities, the wider criminal justice system and many other partners, though never easy, is increasingly taken for granted. These challenges must be met while at the same time maintaining the public's continuing expectation – rightly – of greater visibility and availability on their streets.

### Challenges of tightening resources

1.18 Spending on the police has increased by 24% in real terms since 2000/01 and stands at £13 billion a year today. Over the past decade the focus on public spending has been on money rather than value for money; inputs and officer and staff numbers rather than outcomes. Government and police forces have wasted money, such as the £6m spent advertising the Policing Pledge, telling people what the police ought to do, rather than ensuring money is used to fight crime.

1.19 In the Budget on 22 June 2010, the Chancellor announced that 'unprotected' Departments – including the Home Office – will face real cuts over the next four years. Police funding will have to take its fair share of this challenge. In its Comprehensive Spending Review, the Government will announce departmental spending limits on 20 October, with proposals for individual police force budgets following later in the year.

### A new approach

1.20 The Government intends to rebalance the tripartite relationship to address these fundamental issues. Clear roles and relationships; with the 'golden thread' of British policing – from the national and international to the very local – renewed and strengthened, are at the heart of the Government's strategy for policing in the years ahead. This document provides more detail on the priorities and next steps.

1.21 It sets out a new deal for the public and a new deal for the police service. A deal where the public are in control and where the police can focus on cutting crime and making people feel safe.

- We will empower the public: introducing directly elected Police and Crime Commissioners who will give the public a voice and strengthen the bond between the public and the police through greater accountability and transparency so that people have more confidence in the police to fight crime and ASB. (Chapter 2)
- We will empower the police: removing bureaucratic accountability, returning professional responsibility and freeing up officers' time to get on with their jobs, out and about in local communities and not tied up in paperwork or meetings. (Chapter 3)
- We will shift the focus of national Government: ensuring the police are effective in dealing with serious crimes and threats that cross force

boundaries or national borders, but in the end impact on local communities. And we will make the police at force, regional and national levels more efficient so that frontline local policing can be sustained. (Chapter 4)

- We will empower the Big Society; reforming our wider approach to cutting crime, making sure everyone plays their full part in cutting crime in a Big Society - wider criminal justice and community safety partners, the voluntary and community sector and individuals themselves. (Chapter 5)

1.22 The key priority for the police is to cut crime – keeping people safe from the harm caused by everything from ASB to serious crime and terrorism. Our vision for reform is based on outcomes achieved through a strengthened bond between the police and local people. We want the public to be safe and feel safe, have a real say in how their streets are policed and be able to hold the police to account locally, having more opportunity to shape their own lives. We want them to trust the police and know that they will be there for them when they need them and to have confidence that the criminal justice system has ethics and integrity, is working in their interests and making the best use of their money.

1.23 The Government will not centrally mandate priorities in each local area – we expect Police and Crime Commissioners to work with their local communities to establish the crime and ASB priorities that matter most locally, and for the public to hold them to account for the performance of their force. We also expect Police and Crime Commissioners to collaborate effectively on matters of regional and national importance.

### Impact Assessment

1.24 To assist us in complying with the Coalition Government's regulation requirements this document is intended to stimulate discussion and elicit views both from those likely to be affected and any interested partners. Any legislative provisions brought forward following this consultation will be accompanied by a fully developed and robust Impact Assessment measuring the impact on the public, private and third sectors.



### **Chapter 2: Increasing Democratic Accountability**

2.1 We want to empower the public - increasing local accountability and giving the public a direct say on how their streets are policed. By 2012, the Government will have put in place the most radical change in policing for half a century. The public will have elected Police and Crime Commissioners and will be holding them to account for how policing is delivered through their force.

2.2 This will be achieved by:

- The abolition of Police Authorities and their replacement by directly elected Police and Crime Commissioners – ensuring the police respond to local priorities and are directly accountable to the public for delivering safer communities and cutting crime and ASB;
- Providing information to help the public know what is happening in their area and hold the police to account with accurate and timely information about crime, ASB and value for money in their neighbourhood;
- A more independent Her Majesty's Inspectorate of Constabulary (HMIC) that will shine a light on local performance and help communities hold their Police and Crime Commissioners and police forces to account.

#### **Police and Crime Commissioners**

2.3 The police are currently held to account locally by Police Authorities, which were established as part of the major reform of policing in 1964, to ensure that the governance (the appointment of the Chief Constable and holding him or her to account) was independent of local politics by requiring a third of the members to be Magistrates. This independence was further augmented by the reforms in 1994, requiring a proportion of police authority members ('independent members') to be drawn from local communities.

2.4 Individual police authority members have worked hard to engage their communities, but Police Authorities remain too invisible to the public. The public do not know how to influence the way policing is delivered in their community, let alone get involved. There is no direct way for the public to choose the people that represent them - only 8% of wards elect councillors who are police authority members. We will abolish Police Authorities and put power directly in the hands of the public. For the first time ever the public will be able to directly vote for an individual to represent their community's policing needs.

2.5 Police and Crime Commissioners will be powerful representatives of the public leading the fight against crime and ASB. They will ensure that:

- The public can better hold police forces and senior officers to account;
- There is greater public engagement in policing both in terms of priority setting and active citizenship;
- There is greater public – rather than Whitehall – ownership of force performance; and,
- The public have someone 'on their side' in the fight against crime and ASB.

2.6 Police and Crime Commissioners will ensure that the police are held to account democratically, not bureaucratically by Whitehall. This is part of the deal for the police: removing micro-management by central government in local policing, in return for much greater responsiveness to and engagement with the public.

2.7 These reforms are too pressing for a lengthy Royal Commission on increasing policing accountability. The coalition agreement set out our intention to introduce Police and Crime Commissioners. We are keen to hear your views about how we can make this work most effectively. We will introduce legislation in the autumn and the public will be able to vote for their Commissioners for the first time in May 2012.

### Scope and Remit of the Police and Crime Commissioner

2.8 We are determined to embed this reform into the existing force boundaries that people already understand. A single Commissioner will be directly elected at the level of each force in England and Wales with the exception of the Metropolitan Police (where local accountability is already strong) and the City of London Police. The British Transport Police, the Civil Nuclear Constabulary and the Ministry of Defence Police will not have Commissioners.

2.9 The Commissioner will hold the Chief Constable to account for the full range of his or her current responsibilities. Police and Crime Commissioners will have five key roles as part of their mission to fight crime and ASB:

- Representing and engaging with all those who live and work in the communities in their force area and identifying their policing needs;
- Setting priorities that meet those needs by agreeing a local strategic plan for the force;
- Holding the Chief Constable to account for achieving these priorities as efficiently and effectively as possible, and playing a role in wider questions of community safety;
- Setting the force budget and setting the precept. Our intention is to make precept raising subject to referendum. Further detail will be set out by the Department for Communities and Local Government (in England) and the Welsh Assembly Government (in Wales); and,
- Appointing - and, where necessary, removing - the Chief Constable.

2.10 Commissioners will need to appoint and lead a team to support them in their important responsibilities. The Government does not intend to prescribe these support arrangements in detail. It will be for individual Commissioners to decide how to ensure they have an effective support team with the right expertise and knowledge of the area – although the Government will, for example, require the appointment of an individual with appropriate financial skills, and establish process safeguards to ensure that appointments are made with propriety. Commissioners will need to demonstrate value for money to the electorate on any money spent on overheads rather than frontline policing.

2.11 The Government will work closely with the Welsh Assembly Government to ensure that the framework within which the directly elected Commissioners for the four forces in Wales operate reflects and respects devolved responsibilities.

### *Elections*

2.12 The Government wants candidates for Commissioners to come from a wide range of backgrounds, including both representatives of political parties and independents. Commissioners will have a set four year term of office and term limits of two terms. The Government intends to apply the existing framework for the conduct of local government and Parliamentary elections including the recognised eligibility criteria for standing for public office, in preparing for the first set of elections in May 2012. We are considering the appropriate voting system, and believe that a preferential voting system is the right option. We will work closely with local government representatives and the Electoral Commission to ensure that these elections are coordinated effectively and represent good value for money.

### *Role of the Chief Constable*

2.13 The operational independence of the police is a fundamental principle of British policing. We will protect absolutely that operational independence. Giving Chief Constables a clear line of accountability to directly elected Police and Crime Commissioners will not cut across their operational independence and duty to act without fear or favour. In fact Chief Constables will have greater professional freedom to take operational decisions to meet the priorities set for them by their local community – via their Commissioner. This will include being able to appoint all of their top management team.

### Specific responsibilities of Commissioners

2.14 We do not want to shackle Commissioners with reams of guidance and prescription on their role. Their local focus will be largely determined by the public. Set out below are some of the key responsibilities we intend all Commissioners to have and we welcome your views on these.

### *Local Policing*

2.15 Commissioners will have a clear responsibility for holding the Chief Constable to account to make sure that policing is available and responsive to communities. The work of neighbourhood policing teams to identify and meet the most local priorities in every community is a fundamental element of local policing, but local policing goes beyond that work; it is also the full service of response, investigation and problem solving across all communities. Effective local policing which provides the police with legitimacy and the confidence of their communities is essential for supporting the wider police mission of protecting the public from serious harms and threats.

2.16 The public need to see their police on their streets as much as they need to know their emergency call will be dealt with quickly. There is no 'one size fits all' model. Policing must vary according to the characteristics of different neighbourhoods. But neighbourhood teams need to be closely linked to other parts of local policing and other police functions, be part of

neighbourhood partnerships and neighbourhood management arrangements and engage with the community.

### *Serious crime, protective services*

2.17 Crimes and criminals are not confined within force boundaries. Commissioners will be responsible for the full range of policing activity in which their Chief Constable and force engage and will need to look beyond their own force borders. They will need to balance local priorities and pressures with the cross boundary action, at national and regional level, also needed to secure operational efficiency. Chapter 4 sets out our approach to active cross-border collaboration. Commissioners will be under a strong duty to collaborate, in the interests of value for money and to tackle cross border, national and international crimes (such as fighting serious organised crime and terrorism).

### *Wider community safety and criminal justice*

2.18 Policing cannot be effective if it is working in isolation. Chapter 5 sets out how policing needs to be delivered in partnership with the public, but also with key agencies at the local level and across the criminal justice system (CJS). Effective joint working with partners will be key to the success of Commissioners. Long-term strategies aimed at discouraging offenders from re-offending and preventing others from embarking on a life of crime rely on the work of other partners, providing access to justice, effective sentencing, punishment and rehabilitation of offenders, good education and activities for young people, drug and alcohol treatment, and action taken by local council and housing officers.

2.19 Commissioners will be enabled to play a considerable role in wider questions of community safety. We are considering creating enabling powers to bring together CSPs at the force level to deal with force wide community safety issues and giving Commissioners a role in commissioning community safety work.

2.20 The ability to deliver swift justice and reduce re-offending whilst delivering value for money for the CJS as a whole will be affected by the ability of the Commissioner and the rest of the CJS to work together effectively. The Government sees a potential future role for Commissioners in respect of the wider CJS as further reforms develop, but immediately we will look to place a reciprocal duty, albeit one that does not compromise the necessary independence of partners, on Commissioners and other criminal justice services to cooperate with each other. This will help ensure that the decisions each CJS partner takes on priorities and investment will take full account of the implications for colleagues. We will also explore how they can best work with Local Criminal Justice Boards.

### *Value for money*

2.21 Commissioners will hold their police force to account for the money it spends and ensure that it delivers value for money for the public. A key responsibility of the Commissioner will be to:

- Report to the public in a transparent and open way how funding is being used;
- Hold forces to account for their local use of resources, including the use of any national arrangements for buying goods and services and making good use of nationally provided services; and
- Hold forces to account for their contribution to and use of collaboratively provided services within their region.

### *Diversity*

2.22 Engaging with the community requires a diverse workforce. Commissioners will be responsible for holding the Chief Constable to account for ensuring that their police force reflects the diversity of the population it serves. This is important in getting communities more involved in policing, ensuring the police can understand local communities' needs and to build trust and break down cultural barriers. This is essential for the public to report and help solve crimes. More than 25% of police officers are now female and BME representation stands at 4.4%, up from 2% in 1999. These figures are higher for PCSOs, standing at 44% and 11.5%.<sup>6</sup> We must ensure that much more progress is made with these changes – across the whole police service as well as local policing.

### *Devolved Government*

2.23 Responsibility for local government is devolved in Wales and we will be working closely with partners in Wales, including the Welsh Assembly Government, to ensure that there are checks and balances which make effective links to the different local government landscape in Wales. We want to ensure Commissioners and local government are empowered to make the decisions that work best for their local area.

### *London*

2.24 In London, the Metropolitan Police Authority will be abolished and the Greater London Authority will fulfil the scrutiny role discussed below. We are discussing with the Mayor of London and the Metropolitan Police Commissioner what further changes, if any, are needed in London to complement these reforms. In particular we need to ensure that any new arrangements reflect the Metropolitan Police Commissioner's wider national policing responsibilities.

### Checks and Balances

2.25 The public at the ballot box will be the ultimate judge of the success or failure of each Commissioner and how well they are serving their community. But the public need to have the right information to judge the Commissioner's performance and they need to know the Commissioner can be called to account with effective scrutiny and appropriate checks and balances, in particular at the local level.

### *Local Government and independent scrutiny*

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<sup>6</sup> R. Mulchandani and J. Sigurdsson Police Service Strength England and Wales, 31st March 2009, Home Office (2009) <http://www.homeoffice.gov.uk/rds/pdfs09/hosb1309.pdf>

2.26 At the core of our proposals for appropriate checks and balances to the power of the new Police and Crime Commissioners is the establishment of a new Police and Crime Panel. This will ensure there is a robust overview role at force level and that decisions of the Police and Crime Commissioners are tested on behalf of the public on a regular basis. We will create Police and Crime Panels in each force area drawn from locally elected councillors from constituent wards and independent and lay members who will bring additional skills, experience and diversity to the discussions. We are clear that these relate to the Commissioner and not the force itself.

2.27 This Panel will be able to advise the Commissioner on their proposed policing plans and budget and consider progress at the end of each year outlined in a 'state of the force' report. If the Panel objects to the Commissioner's plans or budget they will be free, in the interests of transparency, to make their concerns public, or in cases of misconduct, to ask the Independent Police Complaints Commission (IPCC) to investigate the Commissioner. They will be able to summon the Commissioner to public hearings, take evidence from others on the work of the Commissioner, and see papers sent to the Commissioner as a matter of course except where they are operationally sensitive. They will hold confirmation hearings for the post of Chief Constable and be able to hold confirmation hearings for other appointments made by the Commissioner to his staff, but without having the power of veto. However, they will have a power to trigger a referendum on the policing precept recommended by the Commissioner.

### *Scrutiny at neighbourhood beat meetings*

2.28 Neighbourhoods are the key level at which communities engage and are the building blocks of a Big Society. Police and Crime Commissioners will provide greater local accountability than ever before, but communities need a way of holding the police to account at the neighbourhood level. As set out in the coalition agreement we will require police forces to hold regular 'beat meetings' so that residents can hold them to account.

2.29 The term "beat meetings" conjures up an image of the same few people sitting around in a local hall. Police and Crime Commissioners will want to ensure that neighbourhood level engagement is inclusive and representative of the whole community. So they will be responsible for requiring that their forces' neighbourhood policing teams are having regular beat meetings at times and in places that are widely advertised, but also that they are taking an innovative approach to making the most of these meetings and other ways of engaging the full range of members of the public in diverse communities. For example, local police teams are already being encouraged to meet residents in supermarkets, old people's homes and schools – or online, via virtual beat meetings, Facebook or Twitter. And they are linking up with other services or prominent people in trusted voluntary or community groups such as neighbourhood managers - who are also engaging the public, to maximise the range of people they speak to.

2.30 Front line professionals need to be visible and available at times and in places where their communities can make their views known and assess

progress on their priorities, and Commissioners will provide a powerful new impetus and public voice in making this happen.

2.31 Local councillors, who are elected by every neighbourhood to represent their interests, will take a close interest in ensuring that Commissioners are securing effective policing for every neighbourhood in their area.

### *Transparency*

2.32 For democratic accountability to be effective the public need independent transparent information on the performance of their Commissioner. When the public go to the ballot box to vote for their Commissioner, we want to ensure they have the full range of information available, so they can make their decision based on facts rather than anecdote and rumour. And we want to ensure that communities are able to engage properly with their Commissioner during their terms of office, so local policing plans will have a consultation phase with responses published.

2.33 The public must be able to see the performance of their police on crime, on antisocial behaviour and on how they spend the public's money. They must be able to compare this performance with how the police have performed in the past and how they are performing in relation to other neighbourhoods and forces.

2.34 From January 2011, we will ensure that crime data is published at a level which allows the public to see what is happening on their streets and neighbourhoods. We will require police forces to release this data in an open and standardised format that would enable third parties to create crime maps and other applications that help communities to engage and interact with their local police in a meaningful way. We will build on this over time to ensure that communities always have access to the most up to date and accurate picture of crime in their neighbourhoods. We will build on this over the next year by ensuring that the police are in a position to publish data more frequently than this, to bring the UK in line with best practice from other countries - some do so every week.

2.35 Across the public sector we are making changes to ensure that Government, and especially public spending, is transparent to the public, communities and businesses. As part of this we will make sure that police forces are providing information about how much of the taxpayer's money they receive and what they are doing with it.

2.36 We will also ensure that Police and Crime Commissioners – and their support teams - are subject to similar transparency arrangements. They will be subject to Freedom of Information requests, publish as default all papers and notifications of meetings, and all payments they make over £500 (in line with wider transparency arrangements for local government). They will also publish organograms and salaries of appointees of their small teams and establish a code of conduct (including gifts and hospitality). Policing Plans will need to be compliant with the Human Rights Act.

2.37 The Government will publish estimates of the cost of the elections and other aspects of the Commissioners policy in due course.

2.38 The Government will make proposals for the pay of Police and Crime Commissioners later in the year. These will reflect our focus on value for money and transparency, and take account of variation in force size and responsibilities.

### *HMIC*

2.39 Her Majesty's Inspectorate of Constabulary (HMIC) will become a stronger advocate in the public interest, independent from the Government and the police service. We will ensure that HMIC has the powers to be able to undertake this critical role and strengthen the public's trust and confidence by providing them with objective and robust information on forces.

2.40 HMIC's role will be to work for the public to shine a light on policing outcomes and value for money locally and help them make informed judgements on how well Police and Crime Commissioners and their forces are performing in relation to local priorities and national obligations. It will do this through a light touch inspection regime and production of publicly accessible information and the publication of Value for Money Profiles providing comparative information on costs and outcomes. A more robust Inspectorate will not mean a return to unnecessary and burdensome regulation. Any inspection activity will need to be proportionate and add value.

### *Checks and balances at the national level*

2.41 There are some issues of sufficient risk or national importance to warrant national oversight and requirement, and the Home Secretary intends to retain powers to ensure that these are dealt with effectively. These will include powers to ensure that events of national importance such as the Olympics are policed adequately and that the police service can provide an appropriate response to threats to national security or crisis. They will also include powers to ensure that our national policing capabilities and structures are used effectively to provide a proportionate response to future regional and national threats (both discussed in Chapter 4).

### *Complaints and recall*

2.42 Police and Crime Panels and the IPCC will have a critical role in dealing with formal complaints against Commissioners. In the event of allegations of misconduct, we envisage that the Police and Crime Panels will receive complaints and will be able to refer them to the IPCC to investigate.

2.43 We will also introduce the power of recall in relation to Police and Crime Commissioners. Police and Crime Panels and the public may have a role in triggering the recall of Police and Crime Commissioners, but recall will only be used where the IPCC has ruled that serious misconduct has taken place.



2.44 If a Commissioner should resign or be unable to do their job, the Police and Crime Panels will be able to appoint an interim Commissioner until a by-election can be arranged or the Commissioner can return to the post.

### **Consultation Questions:**

1. Will the proposed checks and balances set out in this Chapter provide effective but un-bureaucratic safeguards for the work of Commissioners, and are there further safeguards that should be considered?
2. What could be done to ensure that candidates for Commissioner come from a wide range of backgrounds, including from party political and independent standpoints?
3. How should Commissioners best work with the wider criminal justice and community safety partners who deliver the broad range of services that keep communities safe?
4. How might Commissioners best engage with their communities – individuals, businesses and voluntary organisations - at the neighbourhood level?
5. How can the Commissioner and the greater transparency of local information drive improvements in the most deprived and least safe neighbourhoods in their areas?
6. What information would help the public make judgements about their force and Commissioner, including the level of detail and comparability with other areas?

### **Chapter 3: Removing Bureaucratic Accountability**

3.1 Police officers should be crime fighters, not form writers. We have set out how we intend to replace bureaucratic accountability with democratic accountability. Police and Crime Commissioners are a crucial element of this but other changes are needed too. We need to move the responsibility for telling the police how they should do their jobs out of Whitehall and return it to Chief Constables, their staff and the communities they serve.

3.2 This second radical shift in power is already underway - from Whitehall to the police. Frontline officers and Police Community Support Officers (PCSOs) will be subject to less central bureaucracy so they can get on with the job of keeping the public safe. Currently, according to HMIC, only 11% of the police are visibly available to the public at any one time.<sup>7</sup> We need far more of them out on the streets, in communities, visible and available. We will stop officers filling in unnecessary forms, from 'stop' forms to data requests from central government. We want officers to focus on police work not paperwork and processes.

3.3 This will be achieved by:

- Ending Whitehall interference in policing – freeing the police from central control by removing Government targets, excessive centralised performance management and reviewing the data burden that is placed on forces – but ensuring that data is still available to local people;
- Reducing bureaucracy and promoting judgement – supporting professional responsibility and cutting red-tape;
- Ensuring that the leaders of the service take responsibility for keeping bureaucracy to a minimum at force level.

#### Cutting the bureaucracy imposed by Whitehall on police forces

3.4 The Government will continue to have a role in setting the national strategic direction for the police, but it will have no role in telling the police how to do their job – that is for the police; or in holding them to account for how well they have done it – that is for the public and their Police and Crime Commissioner.

3.5 We have already removed the remaining Government-set target on police forces to improve public confidence. From now on it will be for communities to decide how well their force is doing. We have also removed the Government imposed Policing Pledge, which was often viewed as ten targets in disguise.

3.6 The increased provision of accurate and timely locally focused information to the public will be critical in empowering them to effect real change in their communities. We do not want to end up with a system where forces put out the minimum amount of data. Commissioners need to lead the

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<sup>7</sup> Valuing the Police, HMIC, 2010, [http://www.hmic.gov.uk/SiteCollectionDocuments/Value%20for%20Money/VTP\\_NFS\\_20100720.pdf](http://www.hmic.gov.uk/SiteCollectionDocuments/Value%20for%20Money/VTP_NFS_20100720.pdf)

way in ensuring that this is about showing the public the real figures; figures about what the public think matters locally, not what the force considers is important. HMIC will consider how to adapt their approach to shine a light on police performance on behalf of the public.

3.7 The previous Government not only adopted a centralist and top down approach to the police, but equally to partners across the criminal justice system and community safety world. Partnerships have focused on following prescriptive processes and targets set by Whitehall which have pulled them in different directions and prevented them from focusing on what matters locally. Chapter 5 sets out how we will remove some of this prescription so that public outcomes can be better achieved.

3.8 Over the years the amount of data central Government has collected to assess the police has piled up to the extent that it is getting in the way of common sense policing. It is important that crime data is recorded in a consistent way across the country so that the public can have trust in statistics and compare the performance of different forces. However, it does not all need to be reported on centrally. We will review the use of data for performance management, police assessment and public information so as to reduce bureaucracy and remove targets in disguise.

3.9 The public need to know that when they report crime to the police they will be taken seriously and that any information produced by the force, Commissioner or anyone else can be trusted. Objective information about forces on a standardised basis will be necessary as the public value comparable information, including as we set out earlier in relation to local crime data. We also want to explore how justice information can be made more transparent so the public can hold wider justice agencies to account.

3.10 This needs to be balanced with the need to reduce excessive recording and reporting arrangements that keep officers away from the front line. We will look again at the National Crime Recording Standard (NCRS) and how crime is recorded.

### Reducing bureaucracy and promoting professional judgement

3.11 Too much police time is spent filling out forms and following procedures that are unnecessary and have come as a result of an overly risk averse culture. We want officers out on the streets fighting crime, but analysis shows the amount of time being spent on paperwork creeping up to 22% in 2007/08 with almost half of that not related to reported incidents. We want to restore professional judgement and discretion to the police. Whole shopping trolleys' worth of guidance is loaded onto the police during the course of a year. Whether this is guidance for officers on how to dress or 92 pages on how to ride a bike – this has to be reduced. Local police forces often think of better ways to do things but are prevented from making changes by strict guidelines. We will be ruthless in identifying those processes that are unnecessarily time-consuming for police officers and support staff. The police need to work with partners across the criminal justice system to reform those CJS processes that generate bureaucracy for the police and vice versa.

3.12 By September, HMIC will have completed its analysis of how working practices and processes across the criminal justice system can be improved to reduce duplication and bureaucracy. We will look to its findings to identify specific measures to improve the efficiency of the processes necessary to get cases into and through the system and to deliver better outcomes for the public.

3.13 By the end of this year, we will scrap the national requirement for the 'stop' form in its entirety and reduce dramatically the burden of the stop and search procedures. We will also maximise the use of available technology to further reduce the paperwork in policing so that, for example, an officer will only need to record manually three pieces of information on a stop and search record.

3.14 We will take a close look at processes under the Regulation of Investigatory Powers Act (RIPA) and the Police and Criminal Evidence Act (PACE) to minimise the paperwork involved for police officers, balancing the importance of reducing unnecessary bureaucracy with the need for appropriate safeguards to protect the public from the improper use of some of these powers.

3.15 We will return decision making to police officers, which is why we are taking action to return charging decisions to officers for a broader range of summary offences and will roll this out from November 2010.

3.16 We will also remove barriers to a common sense approach to policing. This involves reforming those health and safety practices that underpin a risk aversion culture that can sometimes prevent police officers from intervening and protecting the public. Lord Young will publish his review of health and safety law and practice across the public sector, including policing, in September. Following on from this, we will work with our partners to ensure that police officers are able to get on and do their job unhindered by unnecessary regulation or practices. As a first step we will support the Health and Safety Executive to embed the approach taken by their guidance, *Striking The Balance*, which sets out a common sense approach to applying health and safety policy to policing, central to which is that police officers that do the right thing and put themselves in harm's way to keep the public safe should be properly recognised and supported.

3.17 These changes are the start of freeing the police to do their job - cutting crime and building confidence with the community they serve. We are keen to hear views on what else gets in the way of this.

### Ensuring the leadership of the service takes responsibility

3.18 Not all bureaucracy is Government imposed. Much has been generated locally, sometimes as a result of the tendency to collect information and monitor it, even when no longer required to do so nationally or locally. Some of it has been generated by national policing organisations, for example, ACPO and NPIA guidance. The service itself needs to examine its internal

processes and doctrine which can lead to unnecessary bureaucracy. Action needs to be taken to challenge the culture of risk aversion that has developed in policing. Officers all too often collect information just in case it is needed rather than applying a common sense approach. This culture change will need to be supported and embedded by chief officers giving consistent messages to their forces about the information they need to collect and what is not needed. The police must be able to decide how incidents are dealt with and resolved and we will look to ACPO to show strong leadership in promoting and supporting the greater use of professional judgement by police officers and staff.

3.19 Police and Crime Commissioners will clearly have a role to play in getting the balance right between preserving the information and processes needed to focus on the public's priorities and removing anything that is inefficient or unnecessary.

3.20 Work will continue with Association of Chief Police Officers (ACPO) and IPCC to ensure that the revised misconduct and unsatisfactory performance procedures (introduced in December 2008) are used effectively. Those procedures enable local police managers to deal with public complaints, misconduct and poor performance in a less bureaucratic and adversarial way. They have helped shorten the timetable for dealing with cases and have placed more responsibility on local managers as part of their engagement with their neighbourhoods. In most serious misconduct cases, for example those which may lead to dismissal, they have reduced the time taken to hold officers to account.

### **Consultation questions:**

7. Locally, what are examples of unnecessary bureaucracy within police forces and how can the service get rid of this?
8. How should forces ensure that information that local people feel is important is made available without creating a burdensome data recording process?
9. What information should HMIC use to support a more proportionate approach to their 'public facing performance role', while reducing burdens and avoiding de-facto targets?
10. How can ACPO change the culture of the police service to move away from compliance with detailed guidance to the use of professional judgement within a clear framework based around outcomes?
11. How can we share knowledge about policing techniques that cut crime without creating endless guidance?

#### **4. A National Framework for Efficient Local Policing**

4.1 Criminals do not stop at police force boundaries. The crime and ASB that play out in our communities and affect our businesses are often related to criminality and threats that start in another part of the country, or even another part of the world. So we need to ensure that we have the right resources in the right place to tackle this. For too long Government has tried to control nationally what is best done locally – but it has not done enough to support forces on issues that go beyond their area or to ensure that the right national capabilities are in place.

4.2 Police and Crime Commissioners will be focusing on holding their local police force to account for tackling crime and protecting the public. We need to ensure that local policing and Commissioners are supported by effective national arrangements. These arrangements need to support Commissioners to ensure their budgets are used to deliver the best possible outcomes and ensure that their local communities are kept safe from criminals who may operate across force or national boundaries.

4.3 Forces will need to find new ways of working that get the best possible value from their resources. By collaborating with other forces, they can make savings from back-office and support functions, and protect the public from serious and organised crime more effectively. And there are some things that need to be done just once, nationally.

4.4 This will be achieved by:

- Better **value for money in local policing** – ensuring sufficient officers and staff are available to the public at the times when they are needed most; and through a review of remuneration and conditions of service for police officers and staff.
- Better **collaboration between forces** to save money on back-office and operational support functions, and tackle serious and cross-boundary criminality more effectively.
- Simplifying national arrangements, including creating a **new National Crime Agency** that will lead the fight against organised crime, protect our borders and provide services best delivered at national level.

4.5 In all of this we want to secure the so-called “golden thread” of policing in this country - the connectivity from local, neighbourhood policing through protective services to international policing. Neighbourhood and local policing informs and supports operational activity to protect the public from serious threats, harms and risks. For example street drug dealing might be a neighbourhood policing priority, but it also provides intelligence about organised crime groups involved in drugs importation and supply. In recent years, community information has proven to be crucial in the countering of a number of terrorist plots and in assisting the police and its partner agencies in their investigations.

4.6 We are not going to create a much smaller number of “strategic forces” operating at regional level through compulsory mergers. The Government

has considered and rejected this. Big is not necessarily beautiful or better value for money. British policing at its best is strongly grounded in local communities. The Government does not support the imposition of structural changes on local forces which will be seen by the public as creating vast and distant conglomerations, weakening their capacity to influence and hold to account those who keep them safe. Scarce resources in challenging times need to be focused on strengthening front line policing, not bankrolling controversial mergers with little public or political support. Any such changes would in any case take years to come to fruition, and in the meantime provide huge distraction for police leaders from their central mission of cutting crime and maximising value for money.

4.7 So we are not dramatically altering the force structure. But we are making clear that Chief Constables will be responsible for the totality of policing in their area, working with each other in collaboration and with the National Crime Agency, and held directly to account by the public through Police and Crime Commissioners.

### Supporting better value for money in local policing

4.8 In order to maintain the service the public receives, we will make significant cuts to central Government and non-departmental public bodies. But the police will have to bear their fair share of the burden. The whole police service will need to show leadership about how to act professionally in more challenging economic circumstances. We need to make the most of every pound spent on policing to maintain and improve the quality of frontline service that the public receives.

4.9 The public want to know that crime and ASB is being dealt with in their neighbourhoods and that the police will be there for them when they need them.

4.10 Commissioners will be responsible for ensuring value for money at the local level and will want to ensure that their force is maximising all opportunities to drive effectiveness. We have for too long been focused on how many officers there are rather than looking at what they are being asked to do. Chief Officers have a clear role to ensure that the entire police workforce is more available than currently and more productive. Local communities will not accept a situation where only around a tenth of police officers are available on the streets at any one time. The police service will need to focus hard on improving this through better workforce management and organisation, and by looking critically at the roles being undertaken by officers in operational and business support functions and removing them from unnecessary administrative duties and routine tasks where their skills and powers are not properly used.

4.11 We should be using police staff for time-consuming functions previously performed by officers. For example, maintaining databases is not a good use of a sworn officer's time. The job could be done by a specialist more effectively and for considerably less money and will free the officer to spend

more time on frontline policing. Forces could also consider using the private sector to provide certain services.

4.12 Evidence from the 14 forces engaged in the QUEST programme shows that the removal of wasteful elements of processes and resources across all areas of operational policing (including volume crime, neighbourhood policing and the CJS) as well as the back office business support function, can achieve significant productivity improvements and better outcomes for the public.

4.13 Forces will need to have a sophisticated understanding of local demand to ensure resources are deployed flexibly and effectively to match that demand, with shift patterns designed to maximise availability. This will reduce the need for spending on overtime across all areas of policing, which will be vital in reducing costs and maintaining service levels. And by maximising the use of available technology forces will be able to increase the time that officers spend on the streets, while saving taxpayers' money.

4.14 Individual forces can also play a role in reducing costs by encouraging greater involvement of the public and voluntary sector. Chapter 5 sets out how the police, and neighbourhood policing teams in particular, have a role in encouraging volunteering opportunities as police staff or special constables, taking part in joint patrols or in neighbourhood watch schemes which aim to deter crime.

4.15 HMIC will play a key role in highlighting for the public and Police and Crime Commissioners how local forces are making best use of their resources to meet local policing needs. It will produce publicly accessible information reflecting the priorities of the community, and Value for Money Profiles that provide rich comparative data enabling the public, Police and Crime Commissioners and chief officers to make detailed comparisons across force areas. HMIC will conduct Value for Money Inspections. These inspections will consider the value for money achieved by local activity; by the use of nationally provided contracts or services; and by collaborative work. Police and Crime Commissioners will be able to call upon HMIC to inspect their force or aspects of its work if they believe that the Chief Constable is unable to make sufficient progress on value for money.

4.16 We also want to spread information on which policing techniques are the most effective at cutting crime across the CJS. We would welcome your views on which agency is best placed to do this.

### *Review of remuneration and conditions of service for officers and staff*

4.17 Expenditure on the workforce accounts for around 80% of police spending. It is therefore important to look carefully at these arrangements. We want to ensure that the remuneration and conditions of service for those that work in policing can support the delivery of an excellent service and provide the public with value for money. As part of the Coalition Programme, we have launched a full review of remuneration and conditions of service for police officers and staff. We have made clear that the review will cover the



arrangements for both officers and staff because it is important to look at the police workforce in the round. We will publish the terms of reference and membership of the review shortly.

4.18 The review will complement John Hutton's work on the Independent Public Service Pensions Commission, which will undertake a fundamental structural review of public service pension provision, including police officer and staff pensions. The Commission will make recommendations on how public service pensions can be made sustainable and affordable in the long-term, fair to both the workforce and the taxpayer, and ensure that they are consistent with the fiscal challenges ahead. The Commission will produce an interim report in September 2010, considering the case for short-term savings within the Spending Review 2010 period, consistent with the Government's commitment to protect those on low incomes. The Commission will produce a final report in time for Budget 2011.

### A new approach to collaboration between forces

4.19 For policing functions that are not specifically local in nature, we need to strengthen the approach to how forces can collaborate together and with other partners in order to deliver these more efficiently and effectively. Police and Crime Commissioners will need to play a key role in making this happen across:

- a range of operational and back office support functions for which it is neither sensible nor affordable to adopt 43 different approaches; and
- frontline policing functions to protect the public from serious and cross boundary 'level 2' criminality<sup>8</sup> – these acute protective services (for example the investigation of major crimes such as homicides or dealing with organised crime gangs) can be delivered more efficiently and effectively.

4.20 This is not the same as mergers of forces – having police forces that are local, that the public can identify with and are responsive to their needs is an important principle of policing in England and Wales and one that we ought not to change. So, as stated above, we will not impose mergers on forces. We will consider requests for mergers only where they are voluntary, are supported by a robust business case and have community consent. Forces need to be looking at other options of enhanced collaboration as set out in this Chapter.

4.21 There are some areas where the current collaboration arrangements work well, for example around counter terrorism policing where we have regional and national structures which have enhanced the police service's capability. We think there are lessons to be learned here for other areas of policing – specifically our response to organised crime, as recently highlighted

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<sup>8</sup> The National Intelligence Model (NIM) describes criminality as follows: Level 1 (local criminality that can be managed within a Basic Command Unit (BCU)), Level 2 (cross border issues, usually of organised criminals, major incident affecting more than one BCU), Level 3 (Serious crime, terrorism operating at a national or international level). Closing the Gap, HMIC (2005)

by the Metropolitan Police Commissioner. For the most part though, the current collaboration arrangements can be extremely variable in demonstrating improved services or lower costs. In many areas, the governance and accountability arrangements are too weak and decisions over whether or not to collaborate are only reached after protracted debate and negotiation in which self-interest has been allowed to override the greater good.

4.22 Police and Crime Commissioners will cut through this bureaucracy and drive forward the collaborative effort in support of their Chief Officers. We will support them by introducing a strong duty to collaborate that will ensure that forces do this across the widest possible range of policing functions. This will support the police, both to reduce costs and to improve the protection of the public from serious and organised crime. It will enable decisions on collaborative ventures to be reached much more quickly than is currently the case, and will give greater democratic accountability to the delivery of collaborative policing functions. These functions are often less visible to the public, but no less important to their protection from harm locally.

4.23 In driving collaboration activity, we will expect Police and Crime Commissioners to hold their Chief Constables to account for:

- **meeting the professional standards for providing protective services set by ACPO**, including through collaboration, so that there is a minimum level of service on which the public can depend across the country, and sufficient consistency between forces so that, in times of crisis and emergency, they can still come together and operate effectively alongside each other;
- **determining the right group of forces to collaborate with**, taking account of existing collaborative infrastructures (for example those for counter-terrorism and for organised crime), providing greater consistency of approach and greater scale of opportunity;
- **identifying the elements of operational and business support services to collaborate on** in order to protect the public and deliver value for money. We would expect ACPO to provide a professional view on what these functions will be.

4.24 HMIC will assess decisions by individual forces and their Commissioners about where to collaborate with others and on the effectiveness of that collaboration in maintaining or improving services at a lower cost. We would expect HMIC to advise Government on the instances where forces and Commissioners have chosen not to collaborate where there are clear benefits for the wider police service. We will take steps to strengthen the current duty to collaborate in order that the Home Secretary can, when advised and it is in the national interest, direct forces to collaborate.

4.25 Within local areas and where it fits with the collaboration needed between forces, there may be opportunities to team up with other partners to provide some services. Collaboration at the neighbourhood level is already happening in some areas through neighbourhood management/partnership approaches. Local collaboration could have the twin benefits of improving

efficiency and partnership working. The private sector has the potential to play a key role in the provision of back office transactional services such as HR. We will also want to consider what other functions could be delivered through the private sector on behalf of groups of forces – such as custody facilities.

4.26 We will work with the police service to ensure that legislative opportunities are taken as soon as parliamentary time allows to reduce the bureaucracy relating to collaboration - by removing unnecessary regulations if necessary.

### Simplifying the national arrangements

4.27 We want to support Police and Crime Commissioners with effective, clear and co-ordinated national arrangements. We want to improve, rationalise and bring coherence to the way things are done on what can be termed national level policing issues – encompassing both operational and operational support functions.

4.28 Our approach will involve ending the practice of procuring things in 43 different ways when it makes no sense to do so either operationally or financially; and introducing much stronger national coordination in respect of some cross-boundary operational policing challenges. We will also establish a new National Crime Agency to improve, in particular, our response to organised crime and enhance the security of our borders. As part of the streamlining of the national landscape, we will phase out the NPIA, reviewing how this is best achieved.

### *An improved law enforcement response to organised crime*

4.29 Organised crime<sup>9</sup> causes significant harm to the UK and its interests, with social and economic costs to the country estimated at between £20 billion and £40 billion per year. Today's organised criminals are nimble, entrepreneurial and no respecters of local, regional or national boundaries. Some have a global reach. But the effects of their criminality are played out on our streets and in our communities on a daily basis.

4.30 Despite some improvements, and genuine successes against some criminal groups, our law enforcement response has lagged behind this threat. There are assessed to be around 38,000 individuals engaged in organised crime impacting on the UK, involving around 6,000 organised criminal groups. The harsh reality is that law enforcement is impacting on far too few of these criminals.

4.31 We will publish, later this year, a new overarching strategy for tackling organised crime from the very local to trans-national levels, which drives joined-up action by law enforcement and across Government, and raises public and private sector awareness. Ahead of that strategy, but in a move we see as being central to it, we are proposing an important change to the operational law enforcement landscape. We believe that we can have a more

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<sup>9</sup> Organised criminals are defined as “those involved, normally working with others, in continuing serious criminal activities for substantial profit, whether based in the UK or elsewhere”.

rational, better coordinated approach to organised crime than at present, providing a more effective and efficient response, and which can address the perceived lack of clarity and accountability in the current governance arrangements. Learning the lessons from our response to international terrorism, the intention is to link the responsibilities of local Chief Constables, and their Police and Crime Commissioners, with regional policing capabilities – under stronger national coordination and strategic direction.

#### *A National Crime Agency*

4.32 We will create a powerful new body of operational crime-fighters in the shape of a National Crime Agency. This should harness and build on the intelligence, analytical and enforcement capabilities of the existing Serious Organised Crime Agency (SOCA) and the Child Exploitation and Online Protection Centre. But the new Agency should better connect these capabilities to those within the police service, HM Revenue and Customs, the UK Border Agency and a range of other criminal justice partners.

4.33 We propose that the National Crime Agency will be led by a senior Chief Constable. It should be responsible for:

- **improving what we know about the threat from organised crime.** Building on existing work, we see the Agency having responsibility for mapping details of the individuals and organised crime groups operating in and against the UK. Its job will be to build a more comprehensive picture of actionable intelligence – the lifeblood of our response to the threat – subject to robust safeguards;
- **providing effective national tasking and coordination** of police assets. We see this as a logical extension of proposals already being developed by the UK's law enforcement agencies to better coordinate the response to organised crime. In particular, we see the Agency bringing coherence to the activities of the range of what are presently uncoordinated regional policing capabilities.<sup>10</sup> The Agency will depend for its success on the effectiveness of these capabilities, but also on those within local police forces, with local identities, who have the trust and confidence of the local communities they serve. We are clear that our national safety and security begins with having safe and secure neighbourhoods. We see these new tasking and coordination arrangements being subject to an agreed, transparent operational protocol between chief constables and the new Agency;
- **ensuring more law enforcement activity takes place against more organised criminals, at reduced cost.** This means prioritising available resources in a more efficient and effective manner: targeting the most serious criminals for hard-edged enforcement but ensuring more lawful interventions take place to disrupt the activities of a much larger number of other criminals involved in organised crime groups – along the lines of the High Volume Operating Model devised by SOCA;
- **strengthening our border policing arrangements**, to enhance our national security, improve immigration controls and improve our response

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<sup>10</sup> Made up of Regional Asset Recovery Teams; Regional Intelligence Units; and Regional Organised Crime Units.

to organised crime – most forms of which involve commodities, assets or people crossing the UK border at some point, in many cases illegally.

4.34 We envisage the new Agency being made up of a number of operational ‘commands’ under the leadership of the Chief Constable in charge – comprising, for example, an organised crime command; a border policing command; and (potentially) an operational support command. As explored below, there may also be other national issues for which responsibility could logically sit with the new Agency.

4.35 There will need to be clear, revised robust governance and accountability arrangements for the new National Crime Agency, recognising its intelligence-led operational focus. These will need to be more public facing than existing arrangements and must link to the important role which Police and Crime Commissioners will play in relation to individual police forces and collaborative ventures. We envisage, for example, Commissioners being under a duty to collaborate, not just with each other, but also with other bodies such as the new Agency. We recognise that it will be important for the public to have a clear line of sight in terms of the accountability of the new Agency, including its progress in achieving specific outcomes.

4.36 The establishment of a National Crime Agency and collaborative approaches would align with the work being led by ACPO to improve what is referred to as the ‘interoperability’ of the police service. In essence, this is about ensuring that different police units and personnel can work together seamlessly when required (such as in response to a terrorist incident; organised crime investigation; or large scale public event). For some distinct aspects of policing, this requires, for example, common standards of professional practice and equipment; compatible communications systems; and clarity about who is in charge of what.

4.37 Our starting proposition is that the focus of the new National Crime Agency should be on improving the operational response to organised crime and improving the security of our borders, since we judge these areas to be the most pressing in public protection terms.

4.38 But there are other cross-boundary crime challenges in which the new Agency might play an important role. For example, the Government has set out a commitment to strengthen the work of tackling serious economic crime, and we will consider how this would relate to a National Crime Agency. This will depend on the outcome of work on how to tackle economic crime. We will consider any possible implications for counter terrorist policing in due course and after full consultation. Counter terrorist policing already has effective national structures.

4.39 A large number of ‘national’ policing units have also emerged, over time, with a variety of responsibilities. The overall picture is now confusing and cluttered. And the public accountability for the activities of some of these units is, at best, opaque. Some of these national units reside in individual forces (such as the Police Central e-Crime Unit within the Metropolitan Police

Service). But a number of others come under the banner of ACPO – such as the Police National Information and Coordination Centre (PNICC), which is responsible for coordinating, when necessary, the national mobilisation of police resources. As ACPO repositions itself in a re-balanced tripartite, it may be that responsibility for some of the functions presently being carried out by these national units could be brought under the ambit of the National Crime Agency.

4.40 It is possible that – as we review the NPIA's functions - some of them could also come under the ambit of the National Crime Agency, through establishing a distinct support command. But we would want to ensure that this did not detract from the new Agency's operational focus. Over time, further additional responsibilities could be added.

4.41 The Strategic Defence and Security Review is currently considering organised crime within the context of the overall national security prioritisation process. The proposals outlined above will be developed in line with the Strategic Defence and Security Review and its consideration by the National Security Council consideration.

### *Strengthening our borders*

4.42 The Coalition Programme for Government includes a commitment to establish a Border Police Force to enhance national security, improve immigration controls and crack down on the trafficking of people, wildlife, weapons and drugs. Currently, there are too many agencies working disjointedly on border controls and security which has led to gaps in process and communications, different lines of reporting and accountability, and no streamlined process, oversight or strategy about how goods and people move through checks and controls.

4.43 We propose that the Chief Constable who leads the National Crime Agency should be responsible for a Border Police Command. This new Command will work to a national strategy, including an assessment of risk and priorities and a programme of multi-agency operational activity. As part of these arrangements the new Command will have responsibility for co-ordinating and tasking those border enforcement operational staff who together will form the new Border Police capability. Legislative requirements will be taken as soon as parliamentary time allows. Steps to introduce the new arrangements on an incremental basis will commence immediately.

### *The National Policing Improvement Agency*

4.44 The NPIA has done much to bring about welcome changes to policing. In particular it has acted as a catalyst for identifying areas for efficiency gains within forces, encouraging greater collaboration and identifying where economies of scale can be realised through national procurement frameworks. It has succeeded in the first stage of rationalising a number of different agencies responsible for supporting police forces. But now is the right time to phase out the NPIA, reviewing its role and how this translates into a streamlined national landscape.

4.45 We will look at what aspects of the NPIA's functions are still needed and if so, how they might best be delivered in a new landscape, including alternative funding models. Some of its support functions are clearly critical to successful policing such as the provision of essential national police infrastructure, like central databases. We will look at options for how the NPIA's critical national infrastructure and value for money support functions are best taken forward. There might be an enhanced role for the Home Office in terms of the latter functions. Responsibility for the former could move to a distinct support command within the new National Crime Agency – provided that it did not detract from its operational focus.

4.46 We will work with the NPIA, wider police service and other partners and reach decisions about which of its functions should be delivered where, by the autumn this year. We envisage the NPIA being fully phased out by spring 2012.

4.47 We will seek to make the legislative changes to enable the creation of the new National Crime Agency as soon as parliamentary time allows. In doing so, we will work with the devolved administrations to establish the appropriate jurisdiction for the Agency. Our ambition is for the Agency to come fully into being by 2013, with key elements of its functions being operational before then as part of a transitional period.

*Driving a new national approach where it is needed*

4.48 As well as rationalising and strengthening some of our existing national assets through the establishment of the National Crime Agency, we need to develop new national approaches in a small number of instances where it is in the national interest to do so. This is not about fettering the judgement of Police and Crime Commissioners and Chief Constables locally in how they allocate resources to tackle local priorities – but instead about supporting them to get the best value for every pound spent.

4.49 The Government will therefore specify the contractual arrangements to be used by the police service to procure equipment and other goods and services. In many cases these will be arrangements put in place by central government, local government or other public bodies. In some cases where there is a need specific to the police service, where it will often be important to ensure the capability for inter-operability between forces, or no suitable contractual arrangements exist, new ones will be put in place.

4.50 A national approach is under way (the Information Systems Improvement Strategy) to ensure that the IT systems in all 43 forces can come together and 'talk to each other', that there are national arrangements for buying hardware and software and that there is a rationalised approach to IT support staff.

4.51 We will legislate at an early opportunity to ensure a coherent basis for the Home Secretary to specify procurement arrangements to be used by the police service, and to drive the convergence of IT systems. In the meantime, in order to ensure that savings are made as soon as possible, we will take

forward proposals for regulations under existing legislation to specify certain contractual arrangements to be used by the Police Service. We are publishing a more detailed consultation alongside this one on the regulations for the mandation of goods and services.

4.52 In addition some policing functions can most sensibly be organised nationally. For example the police service is working to put in place a National Police Air Service. We will consider the case for further nationally organised services taking into account business planning being led by the police service.

### *The Association of Chief Police Officers*

4.53 We want to professionalise the police at all levels. ACPO needs to play its role in this by repositioning itself as the national organisation responsible for providing the professional leadership for the police service, by taking the lead role on setting standards and sharing best practice across the range of police activities. ACPO's focus on professional standards means they should also play a leading role in leadership development, including some training programmes, while ensuring effective support and challenge from other providers. ACPO will continue to play a key role in advising Government, Police and Crime Commissioners and the Police Service on strategy, best practice and operational matters. Strategic policy will be set locally by Police and Crime Commissioners and nationally by the Government.

4.54 We will expect ACPO to play a leading role in ensuring that Chief Constables drive value for money, and have the capability to drive out costs in their forces. We will revoke the previous Government's planned creation of a Police Senior Appointments Panel.

4.55 ACPO itself recognises the need to increase its accountability for what it does and for the public funding it receives. It will need to have a governance structure which makes it accountable to those who fund it and have an elected mandate – both directly and indirectly – for policing; in short, the rebalanced Tripartite which will, in future, include a key role for Police and Crime Commissioners. We are working with ACPO to agree the most appropriate structure for achieving this, with accountability and transparency the key conditions.

### **Consultation questions:**

12. What policing functions should be delivered between forces acting collaboratively?
13. What are the principal obstacles to collaboration between forces or with other partners and how they can they be addressed?
14. Are there functions which need greater national co-ordination or which would make sense to organise and run nationally (while still being delivered locally)?



15. How can the police service take advantage of private sector expertise to improve value for money, for example in operational support, or back office functions shared between several forces, or with other public sector providers?
16. Alongside its focus on organised crime and border security, what functions might a new National Crime Agency deliver on behalf of police forces, and how should it be held to account?
17. What arrangements should be in place in future to ensure that there is a sufficient pool of chief officers available, in particular for the most challenging leadership roles in the police service? Is there a role for other providers to provide training?
18. How can we rapidly increase the capability within the police service to become more business-like, with police leaders taking on a more prominent role to help drive necessary cultural change in delivering sustainable business process improvement?

## **Chapter 5. Tackling crime together**

5.1 Replacing bureaucratic accountability with democratic accountability and strengthening national arrangements will help the police to cut crime. But it is not just the police who cut crime. The whole criminal justice system (CJS) needs to work together effectively to reduce crime – bringing offenders to justice, ensuring fair and proportionate justice, supporting victims and witnesses and preventing offending and re-offending. Even more than this it is not just the state that can cut crime. The role of the public has been clear since Sir Robert Peel stated ‘the police are the public and the public are the police’. Individuals and neighbourhoods with active citizens can help prevent crime and ASB and help the police to keep their area safe. But for too long Government has tried to impose services on communities, stifling local action and activism.

5.2 Public cooperation – not just passive consent - is essential for the police to do their job. We want to restore confidence in policing so more people get involved. More people providing information, ready to act as witnesses and confident that they will be supported when they stand up against ASB will help police cut crime.

5.3 Over the coming years we will have forged a partnership between people and police - on the one hand freeing up the police from the bureaucracy and targets that choke real localism, and on the other hand providing the incentives, training and encouragement for people from all walks of life to help to police their own communities. In partnership with criminal justice partners, we will have implemented radical reforms across the criminal justice system which - as with policing – will be focused more on the needs of local communities rather than on Whitehall. We will enable organisations to work together on rehabilitation to cut re-offending rather than being pulled apart by conflicting national targets and initiatives. We will have helped partners to work together with a focus on outcomes not processes. These reforms will have rebuilt public confidence in the criminal justice system, with people more able and willing to play an active role themselves as part of a Big Society.

5.4 We will achieve this by:

- enabling and encouraging people to get involved and mobilising neighbourhood activists;
- developing and implementing a radical CJS reform strategy;
- stripping away unnecessary prescription and bureaucracy in the partnership landscape.

### **Enabling and encouraging people to get involved and mobilising neighbourhood activists**

5.5 A key part of these reforms is increasing community involvement and promoting greater individual responsibility for keeping neighbourhoods safe. Many of the services which will be involved in developing this new approach are devolved. We will need to work closely with the Welsh Assembly Government to see how our plans and theirs can come together.

5.6 Our focus will be on empowering individuals and communities not simply to be able to hold agencies to account, but also to underline that crime prevention is a shared responsibility. Solutions to local problems are often best found within communities, and drawing back the state will allow neighbourhood activists and groups to come forward and play their full role. We will provide greater opportunities for community activism and involvement through:

- Giving communities more power;
- Encouraging people to take an active role in their communities;
- Transferring power from central to local government;
- Supporting co-ops, mutuals and social enterprises; and
- Publishing Government data.

5.7 Doing these things, focusing more on what local people say they want rather than what Whitehall decides, will increase people's confidence in the criminal justice system. And this in turn is important if more people are to get involved and to support positive social norms in their communities. People need to trust the police and have confidence that action will be taken by the courts if they are going to play their part and report crime or give evidence. People need to feel safe in their streets and know that the police, housing associations and local councils will be there for them, if they are to come together as communities to solve problems such as youth crime or ASB.

5.8 Neighbourhoods are the key building block for the Big Society; they are where people engage and where frontline services are delivered. Neighbourhood policing teams have a crucial role to play in mobilising community involvement. Through being available, asking people what their concerns are, resolving them and telling people what they have done, neighbourhood policing has been important in increasing the confidence of their communities. And by being dedicated to neighbourhoods, officers and PCSOs can build the trust of communities so they can come forward and help the police detect and enforce crimes, often very serious ones.

5.9 We will promote the range of ways that citizens can get involved in keeping their neighbourhoods safe and encourage them to do so. A key step will be making it easier to access the police and report crime and ASB. We will look for a cost effective way of establishing the number '101' as a single national police non-emergency number for reporting crime and ASB. Over time, this would enable local partners to join up with the police to provide even more streamlined access and efficient services for the public according to local needs and local priorities.

5.10 Across the country, we want to support more active citizens: taking part in joint patrols with the police, looking out for their neighbours and passing on safety tips as part of Neighbourhood Watch groups or as Community Crime Fighters. More people will be advising the police as members of youth independent advisory groups, coming together as communities to sign neighbourhood agreements which set out the local commitments of services and communities to tackle crime and ASB, having more of a say in how money is spent (participatory budgeting) and in how offenders make amends

(community restorative justice). And people are volunteering more formally across the whole criminal justice and community safety spectrum – as special constables, magistrates, police cadets and victim support volunteers to name but a few.

5.11 By volunteering their free time, special constables and other police volunteers provide a tangible way for citizens to make a difference in their communities. They have a long history within the police. The number peaked at over 67,000 in the 1950s, but fell to around 24,000 in 1974 and 11,000 in 2004, although it has climbed to 15,000 today.

5.12 We want to see more special constables and explore new ideas to help unlock the potential of police volunteers in the workforce, for example as police ‘reservists’. They are a clear manifestation of the Big Society in action, demonstrating the role which individuals and communities have in helping to fight and prevent crime. As well as adding resilience, greater involvement of specials and volunteers will help open up the police service to a more diverse group of people with different skills and life experience.

5.13 We also want to support organisations that can and do make a difference to communities and not just rely on Government as the sole provider. We will work with the Office for Civil Society (in England) to develop a way forward with the voluntary and community sector, including mutuals, co-operatives, charities and social enterprises. We will encourage English forces to sign up to local compacts between themselves and the voluntary sector, which set out some key principles about how they work with each other.

5.14 Later this year, we will publish a new crime strategy, which will set out in greater detail how the approach to preventing and reducing crime will be reshaped in the Big Society.

### Developing and implementing a radical CJS reform strategy

5.15 The Government is committed to devolving responsibility across the criminal justice partners as a whole. The CJS is currently too remote from communities, lacks transparency, and is not accountable to the public or sufficiently focused on the needs of victims. There is also work needed across the system to reduce waste and free professionals from central guidance and targets so they can focus on cutting crime and rebuilding confidence in the system. We will provide incentives, paying by results and ensuring that value for money and an understanding of the best evidence available underpins everything we do. This will include:

- A new approach to cutting crime, including a new approach to youth crime, tackling ASB – including more active citizenship and voluntary sector involvement - and effectively addressing the link between drugs, alcohol and crime;
- Police reform, as set out in this document, moving from bureaucratic to democratic accountability and passing power and judgement to the local level;

- Sentencing reform to ensure that it is effective in deterring crime, protecting the public, punishing offenders and particularly cutting re-offending;
- Developing a new approach to the rehabilitation of offenders, so that the public are protected, victims receive restitution and offenders are punished whilst being given the opportunity to turn their lives around. We want to create the right incentives for agencies to rehabilitate offenders and stimulate innovation by opening up the market to the private and not-for-profit sectors. Our vision is that all sentences, whether in prison or in the community, should not only punish, but also involve education, hard work and change, so that offenders can integrate into their communities more effectively than when they entered the criminal justice system;
- Reviewing the prison estate's contribution to rehabilitation and reducing reoffending and developing a sustainable and cost effective prison capacity strategy as part of the Spending Review.

5.16 Working closely with criminal justice agencies, we will ensure that the system is more coherent, accessible and transparent to the public. The CJS must reinforce responsibility and ensure that offending always has consequences that are visible to the law-abiding majority.

5.17 This cannot go on being a system where half of the police, the first (and often the only) representatives of the system most people will encounter, say they would speak critically of it. It needs to be a system in which communities and professionals alike take pride, where we are united with a common cause and shared values. We need to make sure we are making the most out of everyone who can help cut crime; with partners across the criminal justice and community safety world working together to focus on local communities and with those local communities playing an important role themselves.

### Removing unnecessary central prescription around local partnerships

5.18 The police have a long history of partnership working. A range of statutory and non-statutory partnerships covering community safety and criminal justice which involve the police have developed over the last 13 years. These operate at different geographical levels but have some overlap in roles and remits, causing confusion about respective roles and bureaucracy that restricts their ability to work together effectively.

5.19 Effective partnership working will be particularly important as agencies work to offer a better service within tightening resources. The criminal justice system will be more effective if those that work within it are free to develop their own structures which will enable them to respond to different local circumstances, expectations and priorities.

5.20 CSPs and other local partnerships have played a strong role in preventing crime, and we want them to continue to do so. But we intend to free local partners up as much as possible. We do not intend to simply redraw the landscape in a different, yet still prescriptive way, but we will make the most of what works well, and leave as much local freedom as possible.

Local people should have more say over the way that services are provided. We want local solutions to local problems. We will strip away unnecessary prescription and bureaucracy by repealing some of the regulations for CSPs, whilst retaining the helpful core statutory duty on those key partners to work together. We want your views on how best to achieve this. The Government has already stripped away the myriad of targets on Local Criminal Justice Boards thereby allowing them to focus on local issues.

5.21 Whilst policing and crime are non-devolved matters, many of the factors that can influence levels of offending and criminality – health, substance misuse, education and housing – are matters for which responsibility in Wales is devolved to the Welsh Assembly Government. In addition, three of the six CSP statutory partners – Local Authorities, Local Health Boards and Fire and Rescue – are devolved in Wales. We will work closely with the Welsh Assembly Government and partners in Wales to free partners from bureaucracy and enable locally determined partnership arrangements.

### **Consultations questions:**

19. What more can the Government do to support the public to take a more active role in keeping neighbourhoods safe?
20. How can the Government encourage more people to volunteer (including as special constables) and provide necessary incentives to encourage them to stay?
21. What more can central Government do to make the criminal justice system more efficient?
22. What prescriptions from Government get in the way of effective local partnership working?
23. What else needs to be done to simplify and improve community safety and criminal justice work locally?

**Table 1: New roles for key individuals and organisations**

<b>Police and Crime Commissioners</b>	Will be powerful representatives of the public in policing with a clear mandate. They will represent and engage with the public, set local policing priorities, agree a local strategic plan, hold the Chief Constable to account set the force budget and precept, appoint the Chief Constable and where necessary dismiss the Chief Constable.
<b>Police and Crime Panels</b>	<p>Will, ensure there is a robust overview role at force level and that decisions of the Police and Crime Commissioners are tested on behalf of the public on a regular basis. They will be made up of locally elected councillors from constituent wards and independent and lay members who will bring additional skills, experience and diversity to the discussions</p> <p>They will hold confirmation hearings for the post of Chief Constable and be able to hold confirmation hearings for other appointments made by the Commissioner to his staff, but without having the power of veto. However, they will have a power to trigger a referendum on the policing precept recommended by the Commissioner.</p>
<b>Community Safety Partnerships (CSPs)</b>	These partnerships bring together the various agencies with responsibility for community safety. By repealing some of the regulations for CSPs, and leaving the helpful core statutory duty on those key partners to work together, CSPs will have the flexibility to decide how best to deliver for their communities. We are considering creating enabling powers to bring together CSPs at the force level to deal with force wide community safety issues and giving Commissioners a role in commissioning community safety work. In Wales, we will work with the Welsh Assembly Government to agree what changes are needed.
<b>Association of Chief Police Officers (ACPO)</b>	Will become the national organisation responsible for providing the professional leadership for the police service, by taking the lead role on setting standards and sharing best practice across the range of police activities. It will also play a leading role in ensuring that Chief Constables drive value for money. It will be expected to show strong leadership in promoting and supporting the greater use of professional judgement by police officers and staff. It will have a governance structure which will include a key role for Police and Crime Commissioners.
<b>National Crime Agency</b>	<p>Will lead the fight against organised crime and the protection of our borders. It will harness and exploit the intelligence, analytical and enforcement capabilities of the existing Serious Organised Crime Agency (SOCA), but better connect these capabilities to those within the police service, HM Revenue and Customs, the UK Border Agency and a range of other criminal justice partners.</p> <p>The Agency will be led by a senior Chief Constable and encompass a number of 'commands', including:</p> <ul style="list-style-type: none"> <li>• Organised crime - responsible for improving what we know</li> </ul>

	<p>about the threat from organised crime; providing effective national tasking and coordination; and ensuring more law enforcement activity takes place against more organised criminals at reduced cost.</p> <ul style="list-style-type: none"> <li>• Border Policing – responsible for coordinating and tasking border enforcement operational staff, working to a national strategy, including an assessment of risks and priorities</li> </ul> <p>The Agency may also take responsibility for other national policing functions, including some of those presently carried out by the National Policing Improvement Agency, which will be phased out.</p> <p>The Agency will be subject to robust governance arrangements, which will link to the role played by Police and Crime Commissioners.</p>
<b>Her Majesty's Inspectorate of Constabulary (HMIC)</b>	Will be a strong independent Inspectorate, which through light touch inspection regimes will provide the public with objective and robust information on policing outcomes and value for money locally to help them make informed judgements on how well Police and Crime Commissioners and their forces are performing. They will advise the Home Secretary where it is in the national interest to direct forces to collaborate.
<b>Independent Police Complaints Commission (IPCC)</b>	Will investigate complaints about the misconduct of Commissioners and be able to trigger recall. Will support the police to learn lessons and deliver a better service to the public.



Diagram 1: What the policing landscape looks like now

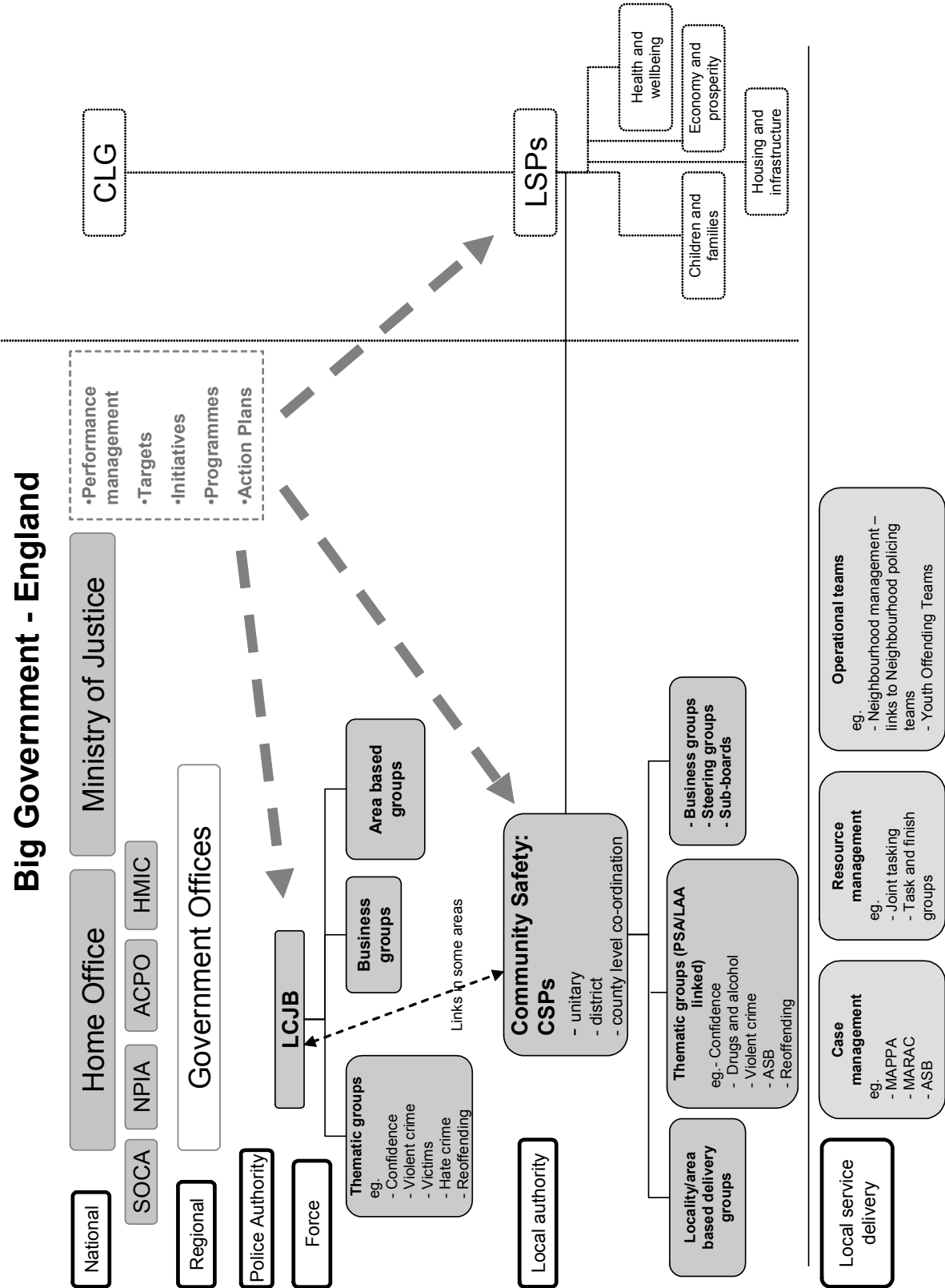
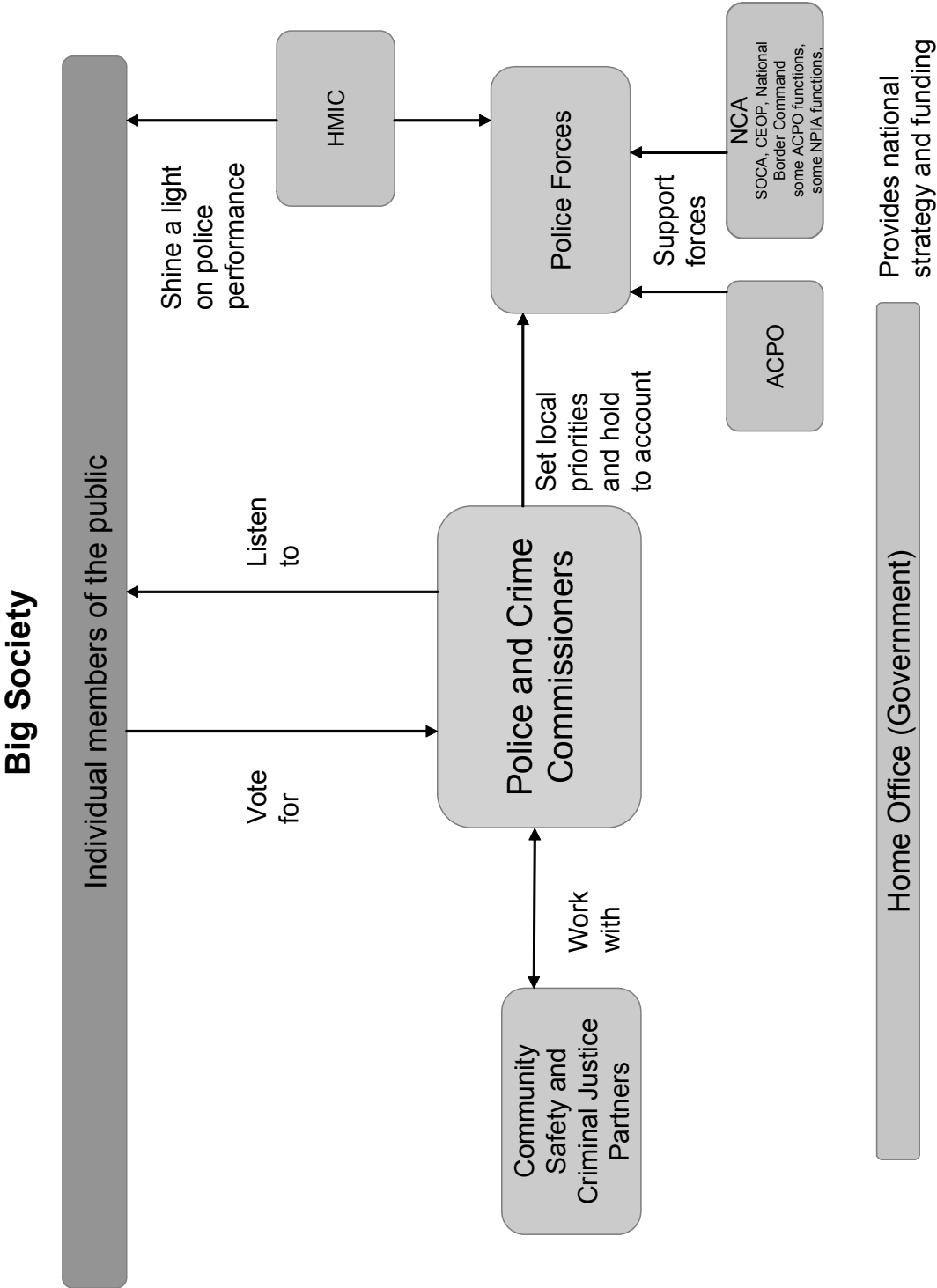


Diagram 2: What the policing landscape will look like in the future



## Consultation text

### Scope of the consultation

<b>Topic of this consultation:</b>	This document sets the Government's vision for policing; how it will cut crime and protect the public, be more directly accountable to the public, offer value for money – all through greater collaboration, the introduction of Police and Crime Commissioners, less Government intervention and bureaucracy and more professional responsibility and judgement and a new policing and partnership landscape.
<b>Scope of this consultation:</b>	The elements of this consultation can broadly be divided into two parts. The first are specific commitments already made in the Coalition Agreement where the Government is not consulting on whether they should happen, but how best they can be implemented. The second are broader areas where the Government is asking for views on whether and how to achieve its aims. Where possible this consultation follows the Code of Practice on Consultation.
<b>Geographical scope:</b>	Policy on policing and criminal justice partners covers both England and Wales. Other important partners in preventing crime, such as local authorities, health and education, are devolved in Wales. We will work with the other devolved administrations to establish the appropriate jurisdiction for the National Crime Agency.
<b>Impact assessment (IA):</b>	To assist us in complying with the Coalition Government's regulation requirements this document is intended to stimulate discussion and elicit views both from those likely to be affected and any interested stakeholders. Any legislative provisions brought forward following this consultation will be accompanied by a fully developed and robust Impact Assessment measuring the impact on the public, private and third sectors.

### Basic Information

<b>To:</b>	We would like to hear from anyone who has an interest in policing and community safety.
<b>Duration:</b>	The consultation starts on 26 July 2010 and ends on 20 September 2010 (8 weeks).
<b>Enquiries:</b>	Home Office Police and Crime Communications 6 <sup>th</sup> Floor, Fry Building 2 Marsham Street London SW1P 4DF <a href="mailto:CPGcommunications@Homeoffice.gsi.gov.uk">CPGcommunications@Homeoffice.gsi.gov.uk</a> .

<b>How to respond:</b>	You can respond online at:
<b>Additional ways to become involved:</b>	<a href="http://www.homeoffice.gov.uk/policingconsultation">http://www.homeoffice.gov.uk/policingconsultation</a> This will be an online consultation exercise. A PDF consultation document will also be available to download online. Please contact the Home Office (as above) if you require information in any other format, such as Braille, large font or audio.
<b>After the consultation:</b>	The first step is for the consultation responses that are relevant to the legislation in the Police Reform and Social Responsibility Bill to be considered before the Bill's introduction in autumn 2010. The second step is that the responses to the wider elements of consultation will be summarised, and considered as part of further policy development.

### Responses: Confidentiality and Disclaimer

The information you send us may be passed to colleagues within the Home Office, the Government or related agencies.

Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 [FOIA], the Data Protection Act 1998 [DPA] and the Environmental Information Regulations 2004).

If you want other information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence.

In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

The Department will process your personal data in accordance with the DPA and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.

### Alternative formats

We will both offer, and provide on request, these formats under the Disability Act.

### Consultation criteria

Where possible the Consultation follows the Code of Practice on Consultation – the criteria for which are set out below.

***Criterion 1 – When to consult – Formal consultation should take place at a stage when there is scope to influence the policy outcome.***

***Criterion 2 – Duration of consultation exercises – Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.***

***Criterion 3 – Clarity of scope and impact – Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.***

***Criterion 4 – Accessibility of consultation exercises – Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.***

***Criterion 5 – The burden of consultation – Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees’ buy-in to the process is to be obtained.***

***Criterion 6 – Responsiveness of consultation exercises – Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.***

***Criterion 7 – Capacity to consult – Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.***

The full Code of Practice on Consultation is available at:

<http://www.berr.gov.uk/whatwedo/bre/consultation-guidance/page44420.html>

### Consultation Co-ordinator

If you have a complaint or comment about the Home Office’s approach to consultation, you should contact the Home Office Consultation Co-ordinator, Nigel Lawrence. Please DO NOT send your response to this consultation to Nigel Lawrence. The Co-ordinator works to promote best practice standards set by the Code of Practice, advises policy teams on how to conduct consultations and investigates complaints made against the Home Office. He does not process your response to this consultation.

The Co-ordinator can be emailed at: [Nigel.Lawrence@homeoffice.gsi.gov.uk](mailto:Nigel.Lawrence@homeoffice.gsi.gov.uk) or alternatively write to him at:

Nigel Lawrence, Consultation Co-ordinator  
Home Office  
Performance and Delivery Unit  
Better Regulation Team  
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2 Marsham Street  
London  
SW1P 4DF



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# FARNHAM TOWN COUNCIL

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## Notes

### Corporate Development and Audit Working Group

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#### Time and date

09.00am – 11.00am Friday 20 August 2010

#### Place

Town Clerk's Office, South Street, Farnham

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Attendees: Cllr C Cockburn, Cllr L Fleming, Cllr J Hargreaves, Cllr S Hill, Cllr J Maines, Cllr S O'Grady.

Officers present: R Potter (Town Clerk)

#### 1. Apologies

There were no apologies

#### 2. Grants Review

POINTS	ACTION
<p>The WG decided to review only the Councils overall policy on Grants and to defer a review of the grant making process until any recommendations were adopted by full Council.</p> <p>The Officers of the Council reviewed the Councils practices and policies over the last 10 years with regard to grant funding to other organisations using Best Value Principles.</p> <p>This review only considered the Council's policy and a further review would be undertaken of the procedures for awarding grants over the next few weeks.</p> <p>The Town Council like many other organisations found itself in challenging times as a result of the last few years of economic recession. In addition, the general focus on cost savings and scrutiny of local government expenditure together with the potential threat that Central Government is considering capping Town and Parish Councils through frustration by the introduction of a costly referendum system.</p>	<p><b>Report to be submitted to next meeting of Full Council by Town Clerk.</b></p>



<p>The report identified that the Town Council did not have a statutory duty or responsibility to provide financial support of any kind to any organisation including grants.</p> <p>The Internal Auditors to the Council had raised concerns in their last report to Council that the Councils current grant making policy was demand led, rather than budget driven.</p> <p>Over the last ten years the Council has distributed in excess of £1.4 million pounds to local organisations through various grants. However over the last three years the Council has adopted a stronger financial policy to reduce the annual expenditure on grants by 20% per year on average over the last three years this expenditure had been reduced from an average of 22.74% of the precept to 7.22% in the current year.</p> <p>In comparing the Town Councils grant expenditure compared with similar size Town Councils who deliver similar services it was found that the funding is focused on service delivery and the grants to other organisations is much lower than Farnham Town Councils Grants budget.</p> <p>The recommendation of CDAWG is that Grants budget should be set and applications would be considered based on the available budget not on the basis of applicants demand and that grants should be considered on a basis of 'value for money' and linked to the Councils Services and Objectives</p> <p>The recommendation of CDWAG is that this financial strategy should continue for the financial year 2011/12 and the Grants budget should be set at 5.76% of the Precept which is a further reduction of 20%.</p> <p>The recommendations of CDWAG is to suspend the application process for all grants until a review of procedures has been completed and that the grants process would only commence once the Town Council has formally agreed its budget in December 2010.</p>	
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### 3. Terms of Reference for Town Council Working Groups

POINTS	ACTION
<p>The WG received a report which identified that there are a number of services which report directly to the Town Clerk and are essential to the delivery of Town Council projects; however these services do not currently report directly to the relevant Working Groups.</p> <p>The WG noted that there were also a number of Task Groups which met on an ad hoc basis as required to consider issues of</p>	<p><b>Report to be submitted to next meeting of Full Council by Town Clerk.</b></p>

major importance to Farnham and the Town Council e.g. The Minerals Task Group.	
CDAWG recommended that the Terms of Reference for the current Working Groups should be extended, to improve and help coordinate the shared delivery of these services by allowing them to report to the relevant Working Groups and to reduce the need for the ad hoc meetings of Task Groups.	

#### 4. Central Government Consultation

POINTS	ACTION
<p>The WG considered the Consultation on Local referendums to veto excessive Council Tax rises.</p> <p>The Town Clerk pointed out that it was his opinion that the document was fundamentally flawed with regard to the information provided on parish precepts.</p> <p>The reason for this was that the document implied that some towns and parish councils had precepts that were larger than district authorities. The Town Clerk acknowledged that some towns and parishes do have large precepts but they deliver a large range of services.</p> <p>However, Farnham Town Councils precept is in the lower quartile of similar size town and parish councils.</p> <p>The Consultation document fails to take into account that Principle authorities also receive a settlement from central government which is an addition to their local precept. This is a source of income which is not open to town and parish councils who have to recharge all their costs to the local resident, who is their only source of funding.</p> <p>The WG noted that the cost of a referendum would have to be paid by the town/parish council and this would be deducted from the precept at source by the principle authority.</p> <p>The WG were concerned that the principle authorities would not be able to practically deliver a number of referendums at one time or within a timescale to allow a clear decision to be made.</p> <p>The WG expressed concern about how many people could call for a referendum as if it remained the same as a parish poll this would only be 10 people and were also concerned about the trigger which would permit a referendum.</p> <p>The term 'double locking' caused confusion as different Members interpreted it in different ways.</p>	<ol style="list-style-type: none"> <li>1. <b>That the document be submitted to Council for consideration</b></li> <li>2. <b>The Town Clerk write to the minister, local MP, Primemister and the CEO of Waverley Borough Council highlighting the Council's views that the document was flawed</b></li> </ol>

## 5. Asset Management

POINTS	ACTION
<p>The Town Clerk reported that the current position on the Transfer of the Asset and the need for remedial works to be undertaken on the transfer.</p> <p>The Town Clerk advised the WG that negotiations were still ongoing regarding the Overage Clause and that there would be a number of remedial works which would be implemented on the transfer from funding allocated from the Skywalker Project Reserves. These included:</p> <ol style="list-style-type: none"> <li>1. Improvements to the heating control system to improve energy efficiency</li> <li>2. Lagging of loft space to improve energy efficiency</li> <li>3. Installation of security doors to control movement of visitors within the building and help manage the Council's duty under Health and Safety and fire evacuation.</li> <li>4. Provide internal CCTV as a result of a number of breaches of security by members of the public being able to gain access to offices without authority.</li> <li>5. The Town Clerk would relocate his offices to the current Waverley staff room and the current office would become a meeting room.</li> </ol> <p>The Members of the WG requested that panic alarms be made available in the meeting rooms and an additional control be placed on the front door to manage movements in and out of the building.</p>	<p><b>Town Clerk to implement the additional improvements and security measures requested by the Working Group.</b></p>

## 6. Wrecclesham Community Centre

POINTS	ACTION
<p>The Town Clerk informed the WG that a planning application had been submitted for the improvement and reroofing to a pitched roof.</p> <p>The Town Clerk reported that the building had suffered a spate of vandalism over some months which required the replacement of CCTV cameras which had been destroyed.</p> <p>The Town Clerk reported that the Trustees had requested that a gate be placed in the rear fence line and although the Town Clerk had agreed to this in principle the Trustees were not prepared to accept any changes to their responsibilities under the lease to maintain the proposed new gate and fence line and were not prepared to pay the Council's costs for entering any necessary legal agreements.</p> <p>The Trustees have withdrawn their request for these works.</p>	

## 7. Items for consideration at Town and Parishes Meeting

<b>POINTS</b>	<b>ACTION</b>
<p>The WG agreed that the following items should be submitted to Waverley Borough Council for consideration at the next Towns and Parishes meeting.</p> <ol style="list-style-type: none"> <li>1. WBC's response to the consultation on referendum to veto council tax rises.</li> <li>2. Allowing Town and Parish Councils to be involved in early stage of I06 agreements for all developments within their area.</li> <li>3. To allow Towns and Parish councils to attend meetings with WBC/SCC and other organisations where they are discussing developments or projects within the town and parish boundaries. Eg traffic improvements, air quality etc.</li> </ol>	<p><b>The Town Clerk to submit the questions to WBC for consideration at the next Towns and Parishes meeting.</b></p>

## 8. Date and Time of Next Meeting

<b>POINTS</b>	<b>ACTION</b>
<p>Members noted an additional meeting of the Working Group on Friday 10 September 2010 from the Consultant regarding proposals for the staffing review.</p>	<p><b>Town Clerk to circulate agenda</b></p>



# FARNHAM TOWN COUNCIL

# H

## Notes

Tourism & Events Working Group

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### Time and date

12:00 on Wednesday 28 July 2010

### Place

Town Clerk's Office, Town Council Offices, South Street, Farnham

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Attendees: Cllr Hargreaves, Cllr Hill and Cllr O' Grady.

Officers present: R Potter (Town Clerk) and C Turness (Major Projects Co-ordinator).

### 1. Apologies

Apologies were received from Cllr Le Gal and Cllr Storey.

### 2. Picnic in the Park

POINTS	ACTION
Members discussed the outcome of Picnic in the Park held on 4 <sup>th</sup> July 2010.	
Members discussed the provision of food. Members felt the food was overpriced but the cost of drinks was right. It was agreed that more food options should be researched next year.	<b>CT to look at more options.</b>
It was noted that the event fell on the same day as the men's Wimbledon Final. It was agreed that this should be taken into account when planning the date of next year's event.	<b>CT to take this into consideration when planning the date of next year's event.</b>
Cllr O' Grady informed the group that Jeremy Hunt MP had received a noise complaint from a local resident regarding the event. Jeremy Hunt MP has passed the complaint to Environmental Health at Waverley Borough Council.	
Cllr O' Grady informed the group that he had written to Jeremy Hunt MP about the matter. Cllr O' Grady said he	<b>Cllr O' Grady to forward the letter to Cllr Hill.</b>

<p>would forward a copy of the letter to Cllr Hill.</p> <p>It was noted that feedback on the day of the event showed that the Hart Male Voice Choir did not perform as well as the first 2 groups.</p> <p>CT informed the group that she had received an e-mail from a local resident requesting that the toilets be kept open after 5pm.</p> <p>Members discussed the opportunity of obtaining income at the event.</p> <p>It was agreed that businesses selling food should be charged a pitch fee or the Council should obtain a percentage of the profits made on the day.</p> <p>It was agreed that sponsorship packages for local businesses should be created and sold, similar to the process set up for Feast of Food.</p>	<p><b>CT to note for next year.</b></p> <p><b>CT to note for next year.</b></p> <p><b>CT to note for next year.</b></p>
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### 3. Feast of Food

POINTS	ACTION
<p>Members received a verbal update on the progress of the project.</p> <p>29 companies have confirmed their attendance at the Food Festival. A further 4 companies have shown an interest in attending.</p> <p>CT is to write to 16 stalls again as a follow up from the first letter sent in April.</p> <p>CT informed the group that contact had been made with Selnews regarding the sale of cookery books but was informed that they do not attend events.</p> <p>Members suggested contacting WH Smiths and Waterstones.</p> <p>CT informed the group that £1750 had been secured in sponsorship and advertising in Surrey Life magazine.</p> <p>CT informed the group that all places had been booked on the Great British Food Crawl.</p> <p>Members discussed the provision of entertainment at the event. It was agreed that group, 'Voice and Keys' known by Cllr O' Grady should be contacted, in addition to 'Smooth Monkey'. Both groups are duo acts.</p> <p>It was agreed that violinist Kai Choi, who performed at last year's event should also be invited.</p> <p>Cllr Hargreaves suggested inviting an accordion player,</p>	<p><b>CT to contact WH Smiths and Waterstones.</b></p> <p><b>CT to liaise with groups.</b></p> <p><b>Cllr Hargreaves to send</b></p>

who performed at an engagement for the previous Mayor.	<b>CT contact details.</b>
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#### 4. Christmas

POINTS	ACTION
<p>Cllr O' Grady informed the group of his contact with the Army in the provision of temporary flooring for the event. The Army is currently looking into the request.</p> <p>RP suggested researching a contingency incase the Army cannot help.</p> <p>CT informed the group of a proposal by Eagle Radio. Eagle Radio have proposed that Darren Scott and the Love Crew could attend the event for a couple of hours free of charge.</p> <p>Members discussed the proposal and it was agreed that Eagle Radio could attend the event between 2pm and 4pm.</p> <p>CT informed the group that the Council has been approached by The Anvil in Basingstoke regarding actors in their pantomime attending the Switch-on. The actors include Wendy Craig and Abi Titmuss. CT also informed the group that the Council has been approached by Princes Hall in Aldershot too, who normally come along to the event.</p> <p>It was noted that confirmation should be sought from The Anvil about the actors attending before proceeding.</p> <p>Cllr O' Grady said he was concerned about not having any bands play at the event. CT informed the group that due to the event operating only for 4 hours this year, it would be difficult to squeeze a band in to the schedule on top of the school choirs.</p> <p>RP suggested bringing a timetable to the next meeting.</p>	<p><b>CT to research quotes for hiring portable toilets.</b></p> <p><b>CT to contact Eagle Radio.</b></p> <p><b>CT to confirm with The Anvil.</b></p> <p><b>CT to bring a timetable to the next meeting.</b></p>

#### 5. Events Calendar 2011

POINTS	ACTION
<p>CT distributed to members a schedule of the events organised this year and a schedule of major sporting events in 2011.</p> <p>Members agreed that no further events should be scheduled for next year.</p> <p>Members agreed that Picnic in the Park should take place on 17<sup>th</sup> July 2011.</p>	

<p>Cllr O' Grady requested that next year's Civic service does not fall on the same day as Music in the Meadow.</p> <p>Members agreed that a date for the Civic Service should be scheduled in the events calendar.</p>	<p><b>CT to bring a draft 2011 events schedule to the next meeting.</b></p>
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## 6. Future Tourism Projects

POINTS	ACTION
<p>It was agreed that a separate meeting should be scheduled to discuss future tourism projects, including a strategy for the Olympics.</p> <p>It was agreed to schedule the meeting on Friday 27<sup>th</sup> August at 12 Noon in the Town Clerk's Office. RP sent a calendar invitation to the members of the group.</p>	<p><b>CT to email Members Agenda and papers nearer the time.</b></p>

## 7. Date of Next Meeting

POINTS	ACTION
<p>Members noted that the date and time of the next scheduled meeting is 30 September 2010.</p>	<p><b>CT to email Members Agenda and papers nearer the time.</b></p>





# FARNHAM TOWN COUNCIL

## Notes

Farnham in Bloom Working Group

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### Time and date

10.00 am on Wednesday 18 August 2010

### Place

Council Chamber, South Street, Farnham

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Attendees: Cllr David Attfield, Cllr Pat Frost, Cllr Jill Hargreaves (Chairman) Cllr Victor Duckett

Also present were Cllr Mrs Maines and Cllr John Ward

Kevin Taitt, Cath Sydenham and Sheila Rayner

### 1. Apologies

Apologies were received from Cllr O'Grady

### 2. FIB 2010 and extension to the villages

POINTS	ACTION
<p>Cath and Kevin reported that the extension to the villages had been very successful. Many remarks had been received from members of the public who had enjoyed the floral displays. Members commented that they would like to see an additional display at the Ridgeway and Cath will follow this up but being mindful of the parking issues at the Tesco store.</p> <p>There had been a disappointing outcome from the search for volunteers at The Bourne which meant that Kevin's team had undertaken the watering.</p> <p>Sheila reported that FIB had been generally well supported by sponsors:</p> <p>60 general sponsors raising £ 3,750 10 Girl Guide tribute sponsors raising £250 34 Battle of Britain tribute sponsors raising £ 1,270</p> <p>The floral displays had all developed well and had been</p>	<p><b>Cath Sydenham</b></p>

successful	
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### 3. FIB entry into SSEIB de-brief

POINTS	ACTION
<p>There was general agreement that the Judging Day on 5 July 2020 had gone very well. All the documentation had been well received, the Judges appeared to enjoy the tour around the town centre route and all the teatime arrangements afterwards had all gone to plan.</p> <p>The result would be announced on Friday 10 September 2010 at a ceremony in Gillingham, Kent</p>	

### 4. Farnham in Bloom 2011

POINTS	ACTION
<p>Some ideas for 2011 were discussed ahead of the meeting on 7 October 2010 when planning for next year would really get underway.</p> <p>These ideas included the production of a year round FIB DVD , new themed badges, stickers and stationery and the possibility of banner displays in empty shop windows</p>	<p><b>Sheila/Kevin/Cath to develop ideas for the next meeting</b></p>

### 5. Schools presentation evening

POINTS	ACTION
<p>Kevin reminded the meeting that this year's Schools Presentation event would be held on Tuesday 28 September at Squire's Garden Centre at 4.30pm</p>	<p><b>Kevin to arrange and progress</b></p>

### 6. Farnham in Bloom Mayor's presentation evening

POINTS	ACTION
<p>The presentation of Certificates of Excellence from South and South East in Bloom and the winners of the Allotments and Secret Garden competitions would take place on Weds 13 October 2010 at 6pm</p>	<p><b>Sheila to arrange and progress</b></p>

**9. Date of next meeting**

<b>POINTS</b>	<b>ACTION</b>
The next meeting will be held on Thursday 7 October 2010 at 10am	<b>Sheila to prepare agenda</b>



# FARNHAM TOWN COUNCIL

# J

## Minutes

Planning Consultative Group

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### Time and date

6.30pm on Thursday 29 July 2010

### Place

Town Clerks Office, South Street, Farnham

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### Members Present

- \* Cllr C G Genziani (Lead Member)
- \* Cllr D J Attfield (Deputy Lead Member)
- 0 Cllr V Duckett
- \* Cllr L Fleming
- 0 Cllr R D Frost
- \* Cllr G Hargreaves
- 0 Cllr J E Maines
- \* Cllr S O'Grady
- \* Cllr C Storey

\* Present

0 Apologies for absence.

PCG 041/10

PLANNING APPLICATIONS - CONSIDERATIONS

**NOTE: The comments and observations from Waverley Borough Councillors are preliminary ones prior to consideration at Borough Council Level and are based on the evidence and representations to the Town Council.**

#### 1. Apologies for Absence

Apologies for absence were received from Councillors Duckett, Frost and Maines.

#### 2. Planning Applications Considered

**NMA 10/0105** – Amendment to WA/2010/0670 to alter roof line.  
34 Woodside Road, Farnham

**No objections**

**WA 10/1123** – Erection of single storey side and rear extensions following partial demolition of garage and conservatory; extension to roof and conversion of roof space; erection of brick pier and timber fencing (revision of WA 10/0751)  
Kasmira, Orchard Road, Badshot Lea, Farnham

**No objections**

**WA 10/1132** – Erection of porch and shower room following demolition of existing porch.  
56 Riverdale, Wrecclesham, Farnham

**No objections**

**WA 10/1165** – Use of land for the siting of temporary buildings until 31 December 2010.  
Phyllis Tuckwell Hospice, Waverley Lane, Farnham

**No objections**

**TM 10/0080** – Application for works to trees the subject of Tree Preservation Order Far 116.  
Pinewood House, Black Pond Lane, Lower Bourne, Farnham

**No objection subject to the approval of the Arboricultural Officer.**

**TM 10/0081** – Application for works to trees subject of Tree Preservation Order 28/07  
Oak Lodge, 50 Aveley Lane, Farnham

**No objection subject to the approval of the Arboricultural Officer.**

**WA 10/1098** – Erection of replacement single storey extension  
22 West Street, Farnham

**No objections subject to the approval of the Listed Buildings and Conservation Area Officer**

**WA 10/1099** – Listed Building Consent for replacement single storey extension  
22 West Street, Farnham

**No objections subject to the approval of the Listed Buildings and Conservation Area Officer**

**WA 10/1107** – Erection of extensions and alterations  
9 Pine Ridge Drive, Lower Bourne, Farnham

**No objections**

**WA 10/1112** – Demolition of existing house and outbuildings and erection of two new houses and garages.

24 Lickfolds Road Road, Rowledge, Farnham

**Strongly object please refer to guidelines in Design Statement on page 29.**

**WA 10/1118** – Erection of two storey and single storey extensions, conversion of roof space to habitable accommodation and alterations. Demolition of extension (revision of WA/2010/0614)  
8 Hollis Wood Drive, Wrecclesham.

**Concerned about the impact on the residential amenities of the neighbouring properties.**

**WA 10/1133** – Erection of single storey rear extension, construction of rear dormer and one extended dormer (revision of WA/2010/0062)  
3 Park Row, Farnham

**Concerned about the impact on the residential amenities of the neighbouring property. All materials used should be in keeping with the existing building.**

**WA 10/1146** – Erection of single storey extension  
17 Copse Avenue, Farnham

**Object, very concerned about the proposed development building line extending beyond the front of the property.**

**WA 10/1147** – Erection of extensions to second floor; change to roof profile and extension to provide separate access to second floor flat (follows invalid application WA 10/0890)  
Cedar Court, Castle Hill, Farnham  
Previous comments of 8 July 2010 – Where new development is proposed, more imaginative solutions must be found, to achieve higher density without undermining the character of the existing area. Would suggest seeking the approval of the Conservation Officer)

**Strongly object - where new development is proposed, more imaginative solutions must be found, to achieve higher density without undermining the character of the existing area. Would suggest seeking the approval of the Conservation Officer)**

**WA 10/1153** – Application for a new planning permission to replace extant permission WA 10/1029 (erection of new detached dwelling)  
Land at Woodview, Bourne Grove, Farnham

**Officer comments: Noted WITHDRAWN**

**WA 10/1156** – Erection of first floor extension over existing single storey extension  
30 Stephendale Road, Farnham

**Concerned about the impact on the residential amenities of the neighbouring properties.**

**WA 10/1157** – Erection of first floor to existing bungalow and new roof, extensions at ground floor together with alterations.  
40 Shortheath Crest, Farnham

**Although the photographs in the application show two storey buildings surrounding the application, it is in fact between two bungalows and the surrounding properties are all predominantly bungalows. Concerned about the scale of the development.**

**WA 10/1159** – Conversion and extension of existing house to create 2 two bedroom maisonettes and 3 two bedroom flats following demolition of single storey structure and garage.  
17 St James Terrace, Farnham

**Object – concerned about extending the building. The flats could be created in the existing building and not create issues with extra traffic, parking and infrastructure. Please refer to the Design Statement on page 19. bullet point 13.**

**WA 10/1160** – Erection of a dormer window and alterations (revision of WA 10/0506)  
11a Park Row, Farnham  
(Previous comments of 29 April 2010 – No objections subject to the approval of the Listed Buildings Officer)

**No objections, subject to the approval of the Conservation Officer.**

**WA 10/1161** – Application for Listed Building Consent for the erection of a dormer window and alterations.  
11a Park Row, Farnham  
(Previous comments of 29 April 2010 – No objections subject to the approval of the Listed Buildings Officer)

**No objections, subject to the approval of the Conservation Officer.**

**WA 10/1164** – Erection of single storey extension, alterations to front extension and widening window.  
11 Searle Road, Farnham

**No objections**

**WA 10/1166** – Erection of roof extension  
9 Old Church Lane, Farnham

**No objection subject to the approval of the Conservation Officer**

**WA 10/1170** – Erection of single storey rear conservatory  
11 Hale Place, Farnham

**Concerned about the impact on the residential amenities of the neighbouring properties.**

**WA 10/1171** – Application for the display of two internally illuminated wall mounted signs and one internally illuminated pole mounted sign.  
80 East Street, Farnham

**No comment.**

**WA 10/1172** – Application for a Lawful Development Certificate under Section 192 of the Town and Country Planning Act 1990 for the erection of a conservatory  
5 Fairholme Gardens, Farnham

**Concerned about the impact on the residential amenities of the neighbouring properties.**

**WA 10/1174** – Erection of part two storey extension and rear porch.  
64 Upper Hale Road, Farnham

**Would suggest the materials be sympathetic to the street scene and existing building.**

The meeting closed at 19.25 pm.

Date

Chairman





# FARNHAM TOWN COUNCIL

# K

## Minutes

Planning Consultative Group

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### Time and date

6.30pm on Thursday 12 August 2010

### Place

Town Clerks Office, South Street, Farnham

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### Members Present

0 Cllr C G Genziani (Lead Member)  
0 Cllr D J Attfield (Deputy Lead Member)  
0 Cllr V Duckett  
\* Cllr L Fleming  
0 Cllr R D Frost  
\* Cllr G Hargreaves  
\* Cllr J E Maines  
0 Cllr O'Grady  
\* Cllr C Storey

\* Present

0 Apologies for absence.

PCG 053/10

PLANNING APPLICATIONS - CONSIDERATIONS

**NOTE: The comments and observations from Waverley Borough Councillors are preliminary ones prior to consideration at Borough Council Level and are based on the evidence and representations to the Town Council.**

#### 1. Apologies for Absence

Apologies for absence were received from Councillors Duckett, Frost, O'Grady, Genziani and Attfield

#### 2. Planning Applications Considered

**NMA 10/0117** – Amendment to WA/2008/0084 to provide alterations to elevations including – additional windows; changes to doors; addition of chimney; addition of balcony; changes to rear

living room extension and changes to roof.  
Birch Hanger, 60 Crooksbury Road, Farnham

**No objections**

**NMA 10/0118** – Amendment to WA/2008/0111 to provide additional room in roof space over garage of plot 4. In plots 3 and 5 use roof space over garage and alter layout to provide a study and increase bedroom 2.  
Land To The Rear of 5 – 11 Old Compton Lane, Farnham

**No objections**

**TM 10/0085** – Application for works to a tree subject of Tree Preservation Order 6/99  
41 Longhope Drive, Wrecclesham, Farnham

**No objections**

**TM 10/0086** – Application for works to a tree subject of Tree Preservation Order 8/00  
76 Burnt Hill Road, Lower Bourne, Farnham

**No objections**

**WA 10/1188** – Erection of new detached dwelling with integral garage, driveway and access.  
Land adjacent 1 Wicket Hill, Farnham

**This is contrary to Government Policy on garden grabbing.**

**WA 10/1192** – Erection of single storey rear extension  
51 Lower Weybourne Lane, Farnham

**No objections.**

**WA 10/1194** – Erection of single storey extension and alterations.  
50 Green Lane, Farnham

**Concerned about the impact on the residential amenities of the neighbouring properties.**

**WA 10/1195** – Erection of extensions and alterations and sub-division of dwelling to form 2 five bedroom semi-detached dwellings; creation of new driveway and parking area.  
21 Lodge Hill Road, Farnham

**No objections**

**WA 10/1204** – Application for a new planning permission to replace extant permission WA/2008/0593 (erection of a two storey extension)

Previous comments on 17.04.2008 were as follows: Concerned about the appearance of the garage door as it is out of character with the existing building and street scene.

8 West End Grove, Farnham

**No objections**

**WA 10/1208** – Erection of a two storey side extension  
8 Roseville Cottages, Summerfield Lane, Farnham

**No objections.**

**WA 10/1209** – Erection of rear conservatory  
10 Penfold Croft, Farnham

**Concerned about the impact on the residential amenities of the neighbouring properties.**

**WA 10/1211** – Application for planning permission for change of use and conversion of existing office building to 4 x two bedroom apartments and 3 x one bedroom apartments with minor changes to external elevations and relaying surface of car park.

50 West Street, Farnham

**Object –concerned there are too many units/flats proposed and the lack of enough parking spaces. The Listed Buildings Officer must be consulted.**

**WA 10/1212** – Application for Listed Building consent for change of use and conversion of existing office building to 4 x two bedroom apartments and 3 x one bedroom apartments with minor changes to external elevations and relaying surface of car park.

50 West Street, Farnham

**Object –concerned there are too many units/flats proposed and the lack of enough parking spaces. The Listed Buildings Officer must be consulted.**

**WA 10/1213** – Application for planning permission for change of use and conversion of existing office building to 4 x two bedroom apartments and 3 x one bedroom apartments with minor changes to external elevations and relaying surface of car park.

50 West Street, Farnham

**Object –concerned there are too many units/flats proposed and the lack of enough parking spaces. The Listed Buildings Officer must be consulted.**

**WA 10/1214** – Listed Building consent for change of use and conversion of existing office building to 4 x two bedroom apartments and 3 x one bedroom apartments with minor changes to external elevations and relaying surface of car park.

50 West Street, Farnham

**Object –concerned there are too many units/flats proposed and the lack of enough parking spaces. The Listed Buildings Officer must be consulted.**

**WA 10/1218** – Erection of single storey rear extension, new roof with habitable accommodation in roof space, =garage extension with storage facility over, parking area and crossover.

36 St Johns Road, Farnham

**Concerned about the adverse impact on the residential amenities of the neighbouring properties.**

The meeting closed at 19.00 pm.

Date

Chairman