

1. Executive Summary

This report presents my proposed budget for the next financial year. Appendix 1 attached provides the detailed analysis together with the Medium Term Financial Plan.

- 1.1 My election manifesto included a commitment to increase the policing available to the Chief Constable by 300 full time posts and 150 volunteers. Today's budget report sets out the second step to achieving that ambition and records our current achievements towards meeting that goal.
- 1.2 I am happy to report that I have now strengthened the Constabulary by **312** funded full time posts. This is made up of:
 - 115 extra police officers
 - 19 extra PCSOs
 - 178 extra police staff
- 1.3 In addition, I have provided funding for **200** additional Special Constables and **100** Volunteer PCSOs, doubling my initial objective.
- 1.4 When elected in May 2021 I inherited the previous administration's budget and resources. This included an unfunded budget gap in 2021/22 of £1.4 million and additional in-year spending pressures, which increased over the medium term to £10 million. The savings target I have set the Force for the coming year is £600k – a reasonable percentage of their base budget which will provide a stretch target, within total £3.124 million of savings anticipated across the medium term.
- 1.5 The position had in part arisen from previous decisions to restrict Council tax increases below the level set by central government without the requirement for a local referendum. This has been compounded by settlements which saw Gloucestershire receive less than the national average. The combined effect of the above has been to restrict annual funding by over £1.6 million.
- 1.6 For a number of years under the previous administration, whilst the physical estate benefited from investment, there were major unmet requirements within the Information Technology infrastructure. This has put significant pressure on the budget in future years as we replace end of life systems and equipment.
- 1.7 The main operational Records Management System is also approaching the end of its life and Gloucestershire is now the only force in England still using the system.

However the final business case has been approved and is progressing with the project due to begin in summer 2023.

- 1.8 For a number of years there have been proposals to reform the Police Funding Formulae (the method by which the Government allocates central grant). Gloucestershire Police receive one of the lowest allocations in the Country from a formula that uses data which is over 20 years old. The formulae do not take account of changing crime patterns, the impact of cybercrime or fully reflect the challenges of policing a predominantly rural force. Non crime demand such as mental health is also not covered. The Government intends to revise the formulae before the next general election, which may assist our longer term ambition of recruiting more officers and staff.
- 1.9 In 2021, based on inspection work that took place before I took office, HMICFRS identified 14 causes for concern and the Chief and I were in agreement that significant investment was required to address those concerns. So far that has included:
- 27 staff in the new Crime Standards Bureau to meet crime recording standards, releasing the same number of officers back onto the front line
 - 30 staff in the Force Control Room to drive down the time taken to answer 999 and 101 calls
 - a new Victims Hub to support victims and ensure this is done to the standards required of the Victim's Code of Practice (VCOP)
 - more Police Staff Investigators, Filebuilders and Evidence Review Officers to enable warranted officers to work in a more efficient way.
- 1.10 In addition to the above the Constabulary is also facing the same inflationary pressures as the rest of the economy (10% plus), and the costs of a pay increase which targeted support to lower paid workers and officers who are beginning their service:
- £773k increase in electricity costs
 - £120k increase in forensics contracts
 - £269k increase in PFI contract
 - Pay Award for staff – average 8% £2.7M
 - Pay Award for officers – average 5% £4.2M (equivalent to some 9% for the lowest paid officers).
- 1.11 Investment in 2023/24 has therefore been targeted towards meeting the Chief Constable's two key objectives for the coming year: HMICFRS PEEL recovery and performance improvement.
- 1.12 **In short, the Budget started from a position of substantial deficit, reserves had been depleted and ICT infrastructure and systems required updating. The Constabulary is one of the worst funded in the Country, relying on Council Tax to make up the shortfall, yet Council Tax increases have been limited.**
- 1.13 **It is within this context that I am recommending to the Panel an increase in Council Tax for a Band D property of £15.00 per year (an increase of only 5.36%**

compared to the 10% inflationary pressures, which equates to under 30 pence a week). As 64% of households in the County are in Bands A-C for Council Tax purposes, a majority will actually pay less than £15.00.

2. Recommendations

- 2.1 I have set out below my formal recommendations to the Panel:
- 2.2 To set a revenue budget for 2023/24 of £145,787,817 million with a Band D tax rate of £295.08 (£15 per year increase on 2022/23).
- This will result in a precept requirement for Districts shown in Annex E to Appendix 1
- 2.3 To set a capital budget for 2023/24 of £10.627 million within an overall capital programme as shown in Annex F of Appendix 1.

3. Actions taken in the current year

- 3.1 During the current year a great deal of work has been undertaken to address some of the structural issues and challenges facing the Constabulary and the OPCC, in response to the causes for concern raised by HMICFRS.
- 3.2 I have taken every opportunity to strengthen the Constabulary by maximising grant bidding and focussing on income and this has resulted in the percentage of specific grants and other income in relation to core grant rising from 16% in 2021/22 to 25% in 2023/24.
- 3.3 The following approach has been undertaken:
- To continue to seek all available sources of funding other than council tax and central government grant, the successes of that approach being:
 - ARIS¹ Top slice funding of £276k which will enable us to focus on targeting criminals by employing more economic crime staff to trace and recover proceeds of crime
 - A total of Safer Streets funding of £3.1M since coming into office, which will see a huge investment in ANPR² cameras, PCSOs, Community Safety Partnerships and forensics equipment as well as significant target hardening spend
 - Salix grant funding of £1.4M to replace end of life gas boilers with efficient and modern air source heat pumps
 - £29k ATOM2³ funding to license software that tracks sex offenders online activity

¹ ARIS – Asset Recovery Incentivisation Scheme

² ANPR – Automatic Number Plate Recognition

³ ATOM2 – funding for advanced online offender management

- STAR⁴ funding for a number of projects including Project Odyssey and Digital Drivers, improving our support to victims of violence against women and improving road safety.
- In addition, my team have been leading or supporting bids to:
 - Gloucester City Council for a role in delivering their UK Prosperity Fund funding, building pride in place and increasing life chances
 - NIHR⁵ drug fund with the University of Gloucester
 - YEF⁶ – in relation to investigating the link between trauma-informed practice and preventing young people becoming involved in violence
 - Ministry of Justice in regard to taking a whole system approach to integrating services where women come into contact with the criminal justice system
 - Homicide Prevention Fund to tackle any of the drivers of homicide
 - Ministry of Justice Sports Fund to run programmes to steer young people away from law breaking.
- We will only hold reserves where there is an identified and calculable risk and to use all the resources given to Policing to serve the interests of delivering the best possible Constabulary service today.

3.4 Even with the additional £15 precept, the gap in funding for 2023/24 is £3.8M, which has been supported with the use of reserves, a stretch savings target and by freezing a number of long term vacant posts.

4. Historic Funding Position

4.1 The core grant per head of population received for Gloucestershire for 2023/24 is £116.80. This represents just 82% of the national average and makes us one of the lowest funded Forces.

4.2 Gloucestershire received just a 1.76% increase in government grant for 2023/24 set against a £10.7 million (7.6%) increase in net cost.

4.3 Government grant funding now represents just 51% of the total funding for Gloucestershire, compared to 66% in 2010.

4.4 Over the last few years the Home Office has increased the flexibility for PCCs to increase the level of precept. PCCs could increase the precept up to the following amounts:

- 2018/19 £12
- 2019/20 £24
- 2020/21 £10
- 2021/22 £15
- 2022/23 £10

⁴ STAR – Science, Technology, Analysis and Research

⁵ NIHR – National Institute for Health and Care Research

⁶ YEF – Youth Endowment Fund Children, violence and vulnerability

- 4.5 In 2018/19 and 2019/20 council tax was increased by the maximum amount which allowed for £5.8 million additional investment. In 2020/21 and 2021/22 the PCC did not increase council tax by the maximum allowed amount. The increases were:
- 2020/21 £6.76 (2.7%)
 - 2021/22 £12.83 (4.8%)
- 4.6 The average increase over the 4 years preceding my term in office was therefore £13.90, compared to the limit set by Central Government of £15.25.
- 4.7 If the precept had increased to the maximum allowable each year it would be £300.49 for the coming year rather than the proposed £295.08, raising a further £1.3 million. This was a lost opportunity, which would have raised much needed additional funding to strengthen the Constabulary.

5. Manifesto Position

- 5.1 In May 2021 I challenged the Force to prepare a plan to utilise, recruit and train 300 officers and 150 Special Constables. The Chief and his team duly did that and reflected that position back to me.
- 5.2 The Chief and his team prepared a plan that would meet their operational requirement and be deliverable within historic council tax increase parameters. The plans presented would have required a 6% increase in council tax across my term of office at least, with an expectation of historic low levels of inflation.
- 5.3 Since those plans were drawn up a pay award has been agreed at a much higher level than previous plans, and inflation is now at a level that has not been seen for decades. All of these pressures need to be met before additional new investment can be made.
- 5.4 **Accepting the situation as it is, the Chief Constable and I have constrained our expectations but not our ambitions, and adjusted the manifesto position to a new implementation target:**

	Manifesto	Planned
	FTE	FTE
Officers	200	115
PCSOs	100	4*
Staff	-	178
	300	297
Special Constables	150	200
Volunteer PCSOs	-	100
	450	597

*to this can be added the eight PCSOs additionally allowed for by removing turnover allowance and the seven funded by short term Safer Streets Funds. So 15 to add to the 297 total of full time police = **312**.

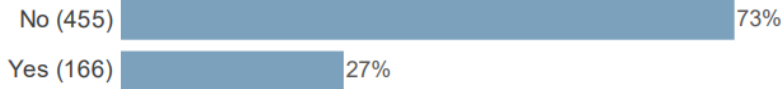
- 5.5 The affordable investment has been targeted at a blend of the high priority operational requirements, favouring spend on staff which professionalises key skills in policing, such as crime recording and the Force Control Room, whilst optimising the balance between professionally trained Police Staff and Officers. The overarching ambition being the targeting of resources to enhance the service delivery to the public of Gloucestershire.
- 5.6 I have not relinquished my ambition to continue to add new warranted officers and PCSOs to the establishment and the final year of the Medium Term Financial Plan shows that with a return to the 5 year average of council tax rises before 2022/23, this is a credible ambition. We have successfully claimed Safer Streets Funding and additional Police Uplift Grant which will allow us to temporarily extend the number of PCSOs by seven and the number of officers by up to 25. With inflation and pay awards running as they are, we are still seeking means and opportunity to retain those levels across the medium term.
- 5.7 **In addition to these additional Constabulary staff and officers, work led by my office has resulted in funding for over 60 posts in other organisations.** These include a rural lead for the Solace team to facilitate multi-agency approaches to tackling anti-social behaviour, outreach treatment workers in Cheltenham and Gloucester town centre, a post to support the administration of the Forest of Dean Community Safety Partnership, outreach workers sat within the Nelson Trust working with vulnerable women in the community, youth workers and staff sat within specialist victim support services in the county.

6. Council Tax Increase

- 6.1 When standing for election I presented a detailed manifesto and in return received an extremely strong mandate from the public, with almost two thirds of all valid votes cast, an overall majority of 31,000 and majorities in each of the six districts. During my campaign I made it clear that investment in policing would inevitably mean higher council taxes, although probably not higher than the average rise of the last few years. Whilst there are many pressures on household finances, 30p per week extra to correct historical under investment and improve essential services, is not an unreasonable ask of the public, who clearly want to see such improvements.
- 6.2 Overall results of our precept consultation:
- 657 people responded to the survey. This is roughly 1% of Gloucestershire's population. Whilst low, this can still be considered representative with a 4% margin of error, and we can be 95% confident of this margin of error.
- 6.3 The survey asked two questions:

Question 1:

Do you think Gloucestershire Constabulary has sufficient funding to address concerns around crime raised in this survey?



6.3.1 Based on the margin of error we can therefore determine that when asked whether the Constabulary has sufficient funding to address concerns around crime raised in this survey we can say that between 69% and 77% of respondents believe that Gloucestershire Constabulary does not have sufficient funding, and between 23% and 31% believe that Gloucestershire Constabulary does have sufficient funding.

Question 2: If more money were available to the Constabulary, where would you want it spent?

If more money were available to the Constabulary, where would you want it spent?: Theme	Count
More Officers	218
Patrols	126
Training	9
Specific Crime	95
Burglary	21
Organised crime or drugs	20
ASB	18
VIAWG	14
Cyber crime	10
Youth Crime	10
DA	10
Speeding	7
Violent Crime	2
Community policing	56
Other	39
Rural policing	38
Negative	30

If more money were available to the Constabulary, where would you want it spent?: Theme	Count
Don't increase tax	10
Reduction of mounted section	3
Reliance on volunteers	2
Crime Prevention	26
More resources (infrastructure, stations, CCTV, vehicles etc.)	26
CCTV	8
Stations	10
More staff or staff wellbeing and retention	20
Don't know/needed more information to answer	19
Roads Policing	18
Criminal Justice Process	10
Reallocation of funds or increase tax	10
Attending crimes/solving crimes/ 'Crime Fighting'	9
101 or FCR	4
Victim support	4
MH or vulnerability	3
Reduction of mounted section	3
Response times or response generally	3
Inner city policing	2

6.3.2 All answers in bold are main themes, answers below them, not in bold, are subthemes. Not all respondents answered the question, hence why responses don't total to 657. In addition, respondents could mention several themes in their response, so 'count' does not equate to person, but times mentioned.

7. Links to the Police and Crime Prevention Plan

7.1 The increased precept for 2023/24 will fund additional investment in key areas of policing such as:

- Initial contact with the police (improving the 101 service)
- Safeguarding vulnerable children and adults
- Recording crime accurately
- Neighbourhood Policing

- 7.2 In order to maximise the benefit of the increase in Police Officers, the Constabulary is undertaking further work to ensure they are deployed against areas of maximum demand.
- 7.3 Annex B highlights the key investments and the ways in which they will support the success criteria defined in the Police and Crime Prevention Plan.

8. Additional sources of funding and challenging the budget

- 8.1 In my plan I have adopted a mnemonic to help my staff deliver my manifesto - MRE3: Manifesto and Mandate, Resources to achieve it, an Exemplar Constabulary, all in 3 years.



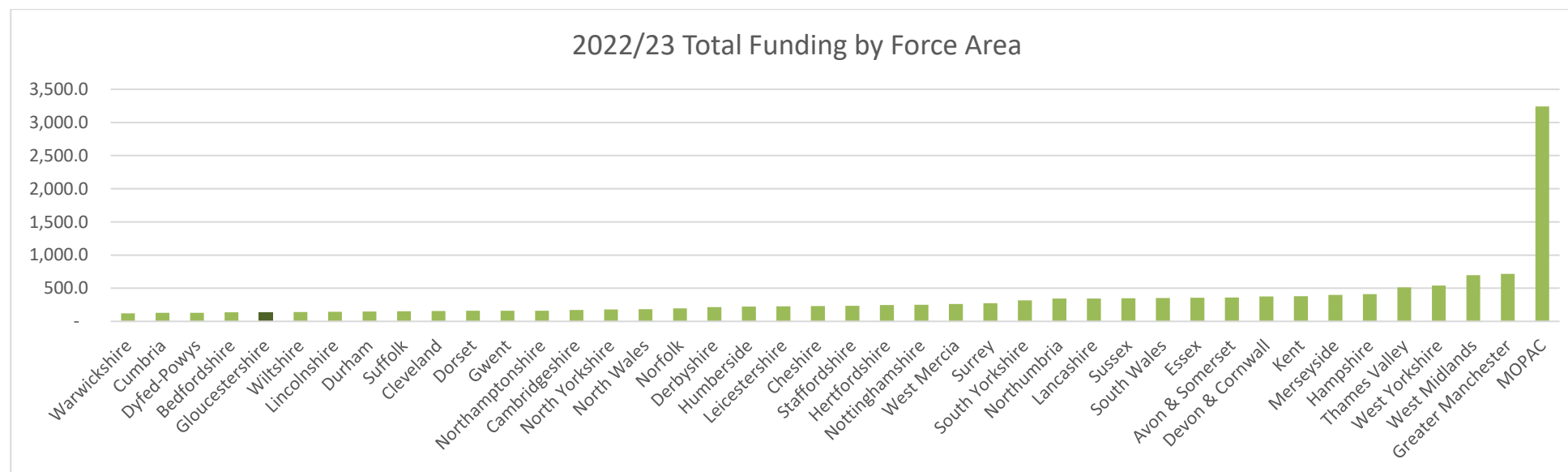
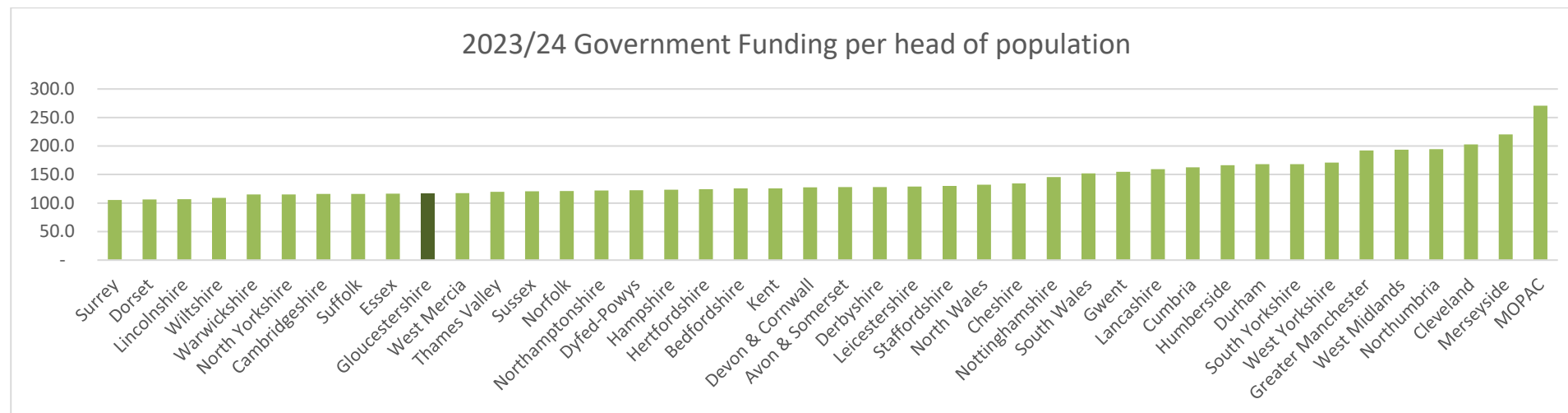
- 8.2 In addition, I will be supporting the Constabulary to maximise its ability to raise funds to cover its costs through mutual aid, diversifying the services that it provides where this can be done safely, and by welcoming appropriately selected sponsors to contribute to the running costs of the Constabulary.
- 8.3 I commend this budget to the Police and Crime Panel.

Chris Nelson

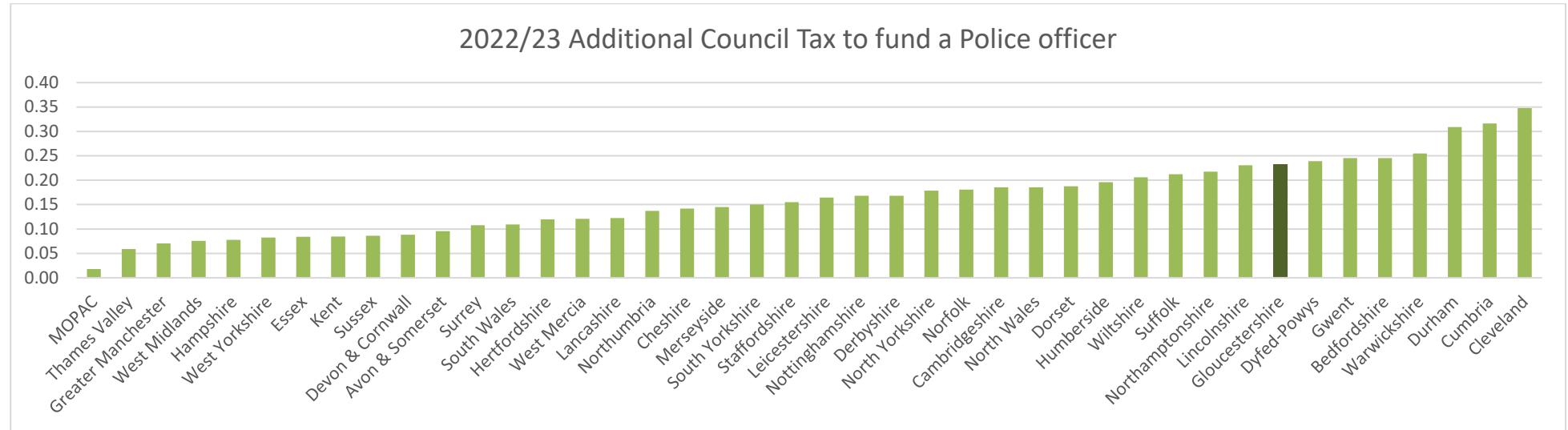
Police and Crime Commissioner for Gloucestershire

February 2023

Annex A



Annex A



This shows that Gloucestershire residents have to pay more in terms of a council tax increase to fund one police officer due to the relatively small size of the County, and the obsolete and unfair Home Office funding formulae.

Annex B

	Measurement	£ Investment 23/24	£ Investment 22/23
Creating Safer Communities			
Constabulary Victims' Code of Practice (VCOP) compliance data	Compliance with the Victims' Code (VCOP)	Introduction of Victims Hub – model in development	
Constabulary Crime Data Integrity (CDI) information	% increase in CDI compliance	7 FTE further investment in closure team and CMIS auditors	27 FTE investment in Crime Standards Bureau
Constabulary and Local Authority ASB data	Long term reduction in anti-social behaviour reported to the police and Local Authorities	1 FTE Data scientist	
Constabulary customer satisfaction survey data	High victim satisfaction with the police service		106 FTE additional officers, 1 FTE single online home, 1 FTE professional standards
Constabulary crime data	Long term reduction in neighbourhood crime	£670k invested in developing new operating model	4 extra heads and funding for extra 8 PCSOs and 30 Volunteer PCSOs
Constabulary Victims' data	Reduction in repeat victimisation	Safer Streets Funding – target hardening	
Victim Support Data	Increase in self-referrals to Victim Support		
Crime Survey of England and Wales	Improved confidence in local agencies in tackling crime and anti-social behaviour	Commissioning of local annual community safety survey	
Local perception and confidence survey (OPCC)	Improved confidence in local agencies in tackling crime and anti-social behaviour	Commissioning of local annual community safety survey	
Constabulary RTC data	Reduction in number of killed and seriously injured on the road	£400k investment in speed cameras and vans and £840k in staffing to support	
HMICFRS PEEL inspection reports	Positive PEEL assessment by HMICFRS	£588k invested in becoming inspection ready	4 FTE in Finance, 27 FTE in Crime Standards, 10 FTE in Force Control Room, 7 FTE Police Staff Investigators
Tackling Violence Against Women and Girls			
Constabulary Data	% increase in CDI compliance	7 FTE further investment in closure team and CMIS auditors	27 FTE investment in Crime Standards Bureau

Annex B

	Measurement	£ Investment 23/24	£ Investment 22/23
Constabulary Data	Increase reporting of (and confidence to report) incidents of domestic and sexual abuse and child exploitation and assault Increase in charge rate for domestic abuse and sexual violence Increase in positive outcomes at the magistrates' court for domestic abuse and sexual violence offences reported to the Constabulary High victim satisfaction with the police service with regards to domestic abuse Reduction in repeat victimisation for domestic abuse, sexual violence and child sexual exploitation and abuse	7 FTE ERO / PSI staff into CAIT team Safer Streets Fund £540k Gloucester City Centre £520k ANPR cameras	27 FTE in Crime Standards, 10 FTE in Force Control Room, 7 FTE Police Staff Investigators
Crime Survey of England and Wales	Improved confidence in local agencies in tackling crime and anti-social behaviour	Commissioning of local annual community safety survey Jointly funded (with GCC) encampment post in the OPCC working with victims and survivors of DA/SV	
Victim Support Data	Increase in self-referrals to Victim Support		
HMICFRS PEEL inspection reports	Positive PEEL assessment by HMICFRS	£588k invested in becoming inspection ready	4 FTE in Finance, 27 FTE in Crime Standards, 10 FTE in Force Control Room, 7 FTE Police Staff Investigators
Strengthening your Constabulary			
Constabulary Data	% increase in CDI compliance		27 FTE investment in Crime Standards Bureau
	Increased number of staff and officers within the Constabulary	Overall investment	Overall investment
	Improved diversity of staff within the Constabulary	Support to NBPA conference – PCC sponsorship for event	Continued support for Better Together programme
	Increased use of apprenticeships across the Constabulary		1 FTE Apprenticeship levy coordinator
	Increased number of police volunteers		4 FTE Citizens in Policing
	Increased number of Special Constables		Target 200

Annex B

	Measurement	£ Investment 23/24	£ Investment 22/23
	Improvements in call answering times particularly for 101 in the Force Control Room	20 FTE Force Control Room to make total 30 FTE extra	10 FTE Force Control Room
	High victim satisfaction with the police service		
	Increase in the percentage of people that believe the police do a good or excellent job		
Crime Survey of England and Wales	Improved confidence in local agencies in tackling crime and anti-social behaviour		
OPCC/Constabulary budget monitoring	Successful funding applications (OPCC and Constabulary)	ATOM 2 £29k ARIS Top Slice £276k Safer Streets £3.1M STAR Fund – Roads Policing	Salix Grant £1.329M
Commissioned services data	High satisfaction levels of the police among service users of our commissioned services		
ISO14001 certification	Maintaining environmental management certification	3 Air source heat pumps continue on carbon reduction trajectory £500k support for PV panels	
HMICFRS PEEL inspection reports	Positive PEEL assessment by HMICFRS	£588k invested in becoming inspection ready	
Targeting the causes of crime			
Constabulary Data	% increase in CDI compliance		27 FTE investment in Crime Standards Bureau
	Compliance with the Victims' Code (VCOP)	Introduction of Victims Hub	
	Increase reporting of (and confidence to report) incidents of domestic and sexual abuse and child exploitation and assault	Additional PSIs in Public Protection Unit	
	Increase in charge rate for domestic abuse, sexual violence and child exploitation and assault		
	Reduction in murder and other homicides including drug related	Serious Violence Duty funding (£256,595) for Strategic Violence Coordinator for Gloucestershire (hosted by OPCC)	Serious Violence Duty funding: £330,782 to fund Coordinator and Analyst and partnership / multi-agency activity
	Reduction in serious violent crime	Serious Violence Duty funding (£256,595) for Strategic Violence	Serious Violence Duty funding: £330,782 to fund Coordinator

Annex B

	Measurement	£ Investment 23/24	£ Investment 22/23
		Coordinator for Gloucestershire (hosted by OPCC)	and Analyst and partnership / multi-agency activity
	Reduction in suicides		
	Increase in positive outcomes at the magistrates' court for offences reported to the Constabulary High victim satisfaction with the police with a particular focus on domestic abuse		
	Improved and utilised multi-agency safeguarding processes		
	Reduced victimisation and, in particular, repeat victimisation	Jointly funded (with GCC) encampment post in the OPCC working with victims and survivors of DA/SV	
Crime Survey of England and Wales / OPCC survey	Improved confidence with the police and Criminal Justice agencies	Commissioning of local annual community safety survey Jointly funded (with GCC) encampment post in the OPCC working with victims and survivors of DA/SV	
OPCC contract monitoring information relating to commissioned victims' services	High satisfaction rates among service users of locally commissioned victims' services		
Reoffending rates available to the Gloucestershire Criminal Justice Board	Reduced offending and seriousness (harm) of offending	Ministry of Justice Sports Fund bid	
NHS data	Hospital admissions of u25s for assault with a sharp object	Serious Violence Duty funding (£256,595) for Strategic Violence Coordinator for Gloucestershire (hosted by OPCC)	Serious Violence Duty funding: £330,782 to fund Coordinator and Analyst and partnership / multi-agency activity
Public Health England	Police referrals into drug treatment		
HMICFRS PEEL inspection reports	Positive PEEL assessment by HMICFRS		
Supporting Victims and Reducing Reoffending			
Constabulary Data	Reduction in youth reoffending rate	Continued support for Project Aston	
	Compliance with the Victims' Code (VCOP)	Introduction of Victims Hub	
	% increase in CDI compliance		

Annex B

	Measurement	£ Investment 23/24	£ Investment 22/23
	High victim satisfaction with the police service	Jointly funded (with GCC) encampment post in the OPCC working with victims and survivors of DA/SV	
	Reduced offending and seriousness of offending (harm) – overall and Integrated Offender Management cohort		
	Reduced victimisation and, in particular, repeat victimisation		
	Improved outcomes rate at the magistrates' Court for offences reported to the Constabulary		
	Increased proportion of successful out of court disposals (formal and informal)		
Crime Survey of England and Wales / OPCC survey	Improved confidence with the police and Criminal Justice agencies	Jointly funded (with GCC) encampment post in the OPCC working with victims and survivors of DA/SV	
Local perception and confidence survey (OPCC)	Improved confidence with the police and Criminal Justice agencies		
OPCC contract monitoring information relating to commissioned victims' services	High satisfaction rates among service users of local commissioned victims' services		
Gloucestershire Criminal Justice Board	Reduced offending and seriousness of offending (harm) Improved access to services for offenders with regards to pathways out of offending (for example access to accommodation, reduced harmful substance misuse, access to employment, training and education, etc.	Investment in CJ lead in the OPCC working with partners and to lead the Criminal Justice Board	
Gloucestershire Youth Justice Partnership Board (via Criminal Justice Board)	Reduction in first time entrants to the CJS Reduction in youth reoffending rate Reduction in children in custody Reduce disproportionality of children in the CJS from ethnically diverse communities		
Restorative Gloucestershire data	Successful delivery of restorative practices delivered by Restorative Gloucestershire and particularly by the Children First initiative		
Public Health England	Police referrals into drug treatment services		

Annex B

	Measurement	£ Investment 23/24	£ Investment 22/23
HMICFRS PEEL inspection reports	Positive PEEL assessment by HMICFRS		
Empowering Local Communities			
Constabulary Data	% increase in CDI compliance		27 FTE investment in Crime Standards Bureau
	Compliance with the Victims' Code (VCOP)	Introduction of Victims Hub	
	Reduction in reports of speeding and anti-social driving	Increased investment in Road Safety camera vans £400k	
	Reduction in number of killed and seriously injured on the road	Increased investment in Road Safety camera vans £400k	
	Increase in Neighbourhood Watch schemes	Safer Streets Funding to support expansion / promotion of Neighbourhood Watch	
	Increased take-up of Community Alerts		
	Reduction in rural crime	SSF funding to target rural neighbourhood crime including expansion of ANPR, drones, wildlife crime deterrents.	
	Reduction in shop lifting		
	Reduction in cyber-crime		
	High victim satisfaction with the police service	Commissioning of local annual community safety survey	
OPCC Volunteer Data	Increase in volunteers working with the OPCC	Creation of Engagement / Volunteers post in the OPCC to work with local councils and communities	4 FTE Citizens in Policing, 100 volunteer PCSOs, 200 more Special Constables
Constabulary and Local Authority ASB data	Long term reduction in neighbourhood crime and anti-social behaviour reported to the police and Local Authorities	Commissioning of local annual community safety survey	
Crime Survey of England and Wales / OPCC survey	Increase in the percentage of people that believe the police do a good or excellent job Increase in the percentage people that believe the police or council are dealing with crime	Commissioning of local annual community safety survey	
Department for Digital, Culture, Media and Sport survey	Increase in the percentage of people that believe the police deal with community priorities	Commissioning of local annual community safety survey	

Annex B

	Measurement	£ Investment 23/24	£ Investment 22/23
	Confidence in the law enforcement response to cyber crime		
HMICFRS PEEL inspection reports	Percentage of businesses experiencing a cyber-breach or attack		